FINANCIAL TIMES

Start the week



Cyberinvestment Help from the

Motley Fool

Lisa Branston, Page 16



Olympic Games Athletes take centre stage



Business travel Latin America's

Page 14

resurgence

Basque conciliation Smaller nations create ripples in Olympic pool to go on despite to go on despite bomb attacks

The Spanish government said it would maintain conciliatory moves aimed at neutralising Basque terrorism despite bomb attacks on Saturday which injured 35 people, most of them British tourists. Yesterday, 12 people were still in hospital with mostly light injuries. This year's costs bombings come amid a complex policy to combat terrorism by the new centre-right government. Page 2

Brussels move on Ecu market: The European Commission plans to meet banks and other finan-Commission plans to meet banks and other man-cial institutions on Thursday to discuss ways of restoring confidence in the Ecu market, after doubts over the legal status of financial instru-ments denominated in Ecus. Page 18; EU and Pakis-tan to seek closer political ties, Page 4; Editorial

Tutal massacre claimed: More than 300 people, mainly women, children and babies, are reported to have been massacred in a Tutsi refugee camp at Bungendana in the Gitega region of Burundi. Hutu exiles are being blamed.



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American Tom Lehman (in white shirt next to Nick Faldo of Britain) kept his cool to win the 125th Open golf championship at Royal Lytham, in north-west England, his first major title. The 37-year-old Minnesotan who last month lost the US Open on the final hole, hit a final-round 73 to finish with a 13-under par total of 271, a record for an Open at the

course. Lehman, six

strokes clear after a course record 64 on Sattirday, beat Ernie Els of South Africa and fellow American Mark McCumber by two strokes and Faldo by three strokes.

First deal for GKN: UK engineering group GKN has signed an exclusive deal to supply parts for Fiat's new Palio world car. The Palio is expected to he built in at least six countries. Page 19

\$1.2bn venture: Midor, an Egyptian-Israeli consortium which is the largest joint venture between Israel and the Arab world, is to build a \$1.25n oil refinery in Alexandria, Egypt. Page 3

electronics company, plans to seek international afflances or closures where it cannot compete effectively alone, says its new president, Taizo Nishimuro. Page 21

Eurotunnel's fate will be in the bands of the president of the French commercial court if the Anglo-French operator of the Channel tunnel does not agree an outline refinancing plan with its banks this month, Page 19

Japan's bosses alm to improve image: Top Japanese executives at an employers' meeting agreed to toughen up the Keidanran's "charter for good corporate behaviour". This follows a series of candals in Japanese corporations. Page 4; Talk of som and dope shakes sumo, Page 10 Metallocsellschaft, German industrial and

trading company that nearly collapsed in 1994, backed off from an out-of-court settlement of bitter agal disputes with former chairman Heinz Schimmelbusch. Page 21

UK companies faulted on research: British companies are less aware of publicly-funded scien-tific research than Japanese and US competitors, says a UK study of the effect of scientific research on economic performance. Page 8

HK groups in China road project: Two of Hong Kong's largest infrastructure groups, Hopewell Holdings and Cheung Kong Infrastructure, are to join forces in a Ynzbn (\$240m) project to build part of a ring road in the southern Chinese city of Guangzhou. Page 4

European Monetary System: The spread between the strongest and weakest currencies in the EMS grid was little changed last week. This was in spite of gyrations between the D-Mark and the dollar caused by a fall in US share prices over speculation about possible interest rate rises. The D-Mark held firm even though there were growing expectations that the Sundesbank might cut its abort-term repo rate at its regular council meeting this week. The Irish punt dropped five places within the grid as sterling weakened. Currencies, Page 26

EMS: Grid B. France O-Mark Schiffing Escudo Irlah Petet F. Franc

The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the

mechanism. The exceptions are the D-Mark and the guilder which move in a 2.25 per cent band.	from the ground up. It will be
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When the swimmers completed their laps in the Olympic pool yesterday, they walked into the political theatre that is Atlanta An Irish woman and a Belgian man became national icons, small nations celebrated triumphs over the large, and then there was the issue of

drugs.

Dominated in the past by the communist countries of eastern Europe and by seems, well, a more level playing field. Belgium, the Irish Republic and New

standards, belly-flopped.

Michelle Smith, who won gold in the
400-metre individual medley, has become

much more than a swimmer in Ireland. Mrs Mary Robinson, the Irish president, yesterday described her as "a superbrole model for all young sports people, and in particular for Irish women". The turnaround in Smith's career has

been extraordinary by any standards, especially at an age when even the most distinguished swimmers stop expecting any increase in performance. In Barca-lona, Smith finished 26th in the event on to glory. However, at those Olympics she met and later married Dutch shotputting coach Erik de Bruin, who has become Smith's poolside guru. She credits his unconventional methods with her remarkable improvement over the past two years. "It isn't an explosion," Smith replied to a question about her 19-second improvement since 1992.

The problem for Olympic champions is that any remarkable improvement is accompanied by a whisper campaign about drugs - Smith has been tested several times for banned substances and

found to be "clean". However, the sudden progress of Chi-

and a spate of positive drug tests, provided evidence for some opposing coaches that unusual training techniques were not the main reason for

This time around, the Chinese women's team has struggled, and only Le Jingyi was able to take gold, in the 100m freestyle. In the 400-metre individual medley, the two Chinese women ranked first and second in the world swam 13 seconds slower than their best times and failed to qualify for the final.

Team officials blamed an Olympic village fire alarm that went off during the

Then there was the brewery to-cham-pagne story of Belgian swimmer Fred de Burghgraeve, who broke the world 100m breaststroke record by 0.35s in the pre liminaries before taking gold in the final on Saturday night. He had dropped out of competitive swimming after slipping on the start blocks in Barcelona and

Until recently, the shaven-headed Burghgraeve, 23, worked in a brewery and swam just an hour a day.

Olympic round-up, Page 6 Editorial Comment, Page 17

Asean balks at non-trade issues in WTO talks

The Association of South East Asian Nations yesterday united to condemn attempts to introduce social and labour issues into World Trade Organisation delib-

A joint communiqué approved after a two-day meeting of for-eign ministers from the seven Asean nations said the grouning should oppose efforts to discuss issues which were not specifically related to trade - such as corruption and social clauses" at a WTO meeting in Singapore

The determination followed criticism on Saturday from President Suharto of Indonesia of The efforts of developed countries to sidetrack the [WTO] delibera-tions...so that the focus will be on matters other than trade". Asean, as expected, also welcomed Burna as an observer to the group in spite of strong western criticism of the country's military rulers.

Asean has rejected calls for sanctions on Burma to force

political change. A senior Thai official said Asean was particularly con-cerned that the US and European nations might try to introduce mmm wages among WTO mem-bers. He added that attempts to legislate against child labour were also wurrying.

"We are very serious about these issues," the Thai official said, "but there has not been a common position declared by

Many Asean members fear that

laws and other social clauses in WTO deliberations could erode their competitive edge in exports of manufactured goods. US civil rights activist Mr Jesse Jackson drew attention to the issue by visiting a Reebok shoe factory in Jakarta where he said workers were being paid the equivalent of 30 US cents an hour.

In a joint news conference the leader of the opposition Indonesian Democratic party, Mrs Megawati Sukarnopuiri, agreed with Mr Jackson that labour condi-tions needed to be improved.

Vietnam, Indonesia, Brunei, Thailand, Singapore and the Philippines, endorsed a plan to accelerate tariff reductions.

Under the plan, put forward by Asean leaders in December last year, 80 per cent of tariffs in the region will be reduced to below 5 per cent by the year 2000 - three years earlier than a former target date. Intra-Asean trade was climbing

as a result of the tariff initiative and the region was becoming more attractive to foreign inves-tors as a result, officials said. Asean stopped short of criticising China for its fresh assertion in May of sovereignty over the Para-cels, a set of islands east of Viet-nam which are also claimed by Taiwan and Vietnam. Beijing for the first time drew cartographical "baselines" around the Paracels delineating its territorial claims.

Mr Ali Alatas, Indonesia's foreign minister, said that the issue may be raised with China during the Asean Regional Forum meetings starting on Tuesday.

Mediation by Germany leads to first exchange in five years Hizbollah and



Israel to swap dead prisoners prime minister, took office and is Andrew Fisher in Frankfurt and

Lebanon's pro-Iranian Hizbollah gnerrilla movement yesterday handed over the bodies of two missing Israeli soldiers in a German-brokered deal to swap them for Arab prisoners and the remains of fighters killed by

Israel will return the bodies of up to 128 guerrillas killed in clashes on the Israel-Lebanon border and will order the South Lebanon Army - the Lebanese militia it arms and supplies - to hand over some 18 bodies and free up to 45 prisoners. Hizbollah will also hand over 17 pro-Israeli

SLA fighters.
The bodies of the two soldiers international Committee of the Red Cross yesterday at the Hizbollah press office in Beirut's southern suburbs. The bodies were flown to an Israeli airfield at Lod and were met by an Israeli guard of honour. The deal, the first exchange

between the two enemies for five years, ended a 10-year ordeal for the families of Mr Yossi Fink and Mr Rahamin Alsheikh, the two Israeli soldiers who were 20 years old when they were captured by Hizbollah in 1986.

However, the agreement was largely negotiated before Mr Ben-jamin Netanyahu, the Israeli

not expected to have a substantial impact on the continuing conflict between Hizbollah and Israel or on the broad Middle

East peace process.

For both sides, the exchange suits domestic political needs without signifying a fundamental

change in foreign policy.

The deal appeared to be a victory for the German government, which has argued that its policy of dialogue with Iran is more successful than the US policy of isolating that country. Mr Helmut Kohl, the German

chancellor, yesterday raised the prospect of the release of other missing Israelis, saying that Bonn's efforts would "make a contribution to the peaceful development" of the Middle East. publicly thanked Mr Kohl for Germany's part in the return of the bodies Mr Netanyahu also paid tribute to Mr Bernd Schmidbauer, who brokered the deal, and said Israel would continue efforts to trace

The fate of seven Israeli soldiers, including Mr Fink and Mr Alsheikh, who went who missing in Lebanon between 1982 and 1986 has been a sensitive issue in Israel. One body was returned in 1991. The subject is regularly raised in bilateral talks between Israel and its western ailies. For

other missing soldiers.

Continued on Page 18

Compaq cuts prices in new challenge to computer rivals

in Los Angeles

Compaq, the world's leading personal computer maker, today presents a fresh challenge to its competitors with the world launch of a number of highpowered machines for business users at prices 10-15 per cent lower than its previous range. It will be the latest shot in a vicious computer price war which has undermined manufac-

turers profits' and knocked the US stock market. Compaq will today also start deliveries of the new range outside the US. Prices will depend on local market conditions but reductions are expected to be similar to those in North America. "We are anticipating a reaction from competitors," said Mr Lewis

Schrock, Compaq's business

product manager. But the cost

and price savings have been

designed into these machines

had helped cut production costs at Compaq's factories in Houston, Scotland and Singapore by 17 per

Retail prices for the most basic model, which includes a Pentium 100MHz microprocessor, start at \$1,100 in the US. One leading US mail order supplier was last week still offering a 75MHz Compaq Deskpro business computer for

The top of the new range, equipped with Intel's Pentium Pro 200MHz chips, are expected to sell for \$4,800.

The introduction, just before the group is expected to release flat results for the three months to the end of June, completes a revamp of Compaq's marketing and model range. It comes a week after Dell,

Although aggressive pricing has long been a characteristic of the PC market, the pace and

boost slowing sales to business Compaq, which yesterday also announced reductions of up to 23 per cent on its existing business machines, rebooted its falling revenues in the quarter to the end of March by slashing 20 per

cent off most prices, However, such tactics have hit margins and earnings across the reported slowing sales.

harder for them to come back at its business computers for the us this time," he claimed. third time this year.

Israeli soldiers load a wooden

casket, containing the remains of

a Hizbollah guerrilla, on to a

der before its return to the Leb-

anese. The handover is part of a deal, the first exchange between

the two enemies for five years,

ies returned to both sides along

with some prisoners. Please Reads

range of cuts has been stepped up by manufacturers anxious to

> industry, and a nervous Wall Street was rattled further when Hewlett-Packard recently

In the past few weeks Compaq has introduced enhanced models for the consumer, laptop and network server markets which will be managed as distinct market segments. The new Deskpro

Compag's closest competitor and the leading direct marketer of PCs in the US, reduced prices on CONTENTS

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German railways plan \$20bn city centre redevelopments

Putting trains underground in 25 cities will make services faster and free land for homes, shops and offices, writes Charles Batchelor

tions in at least 25 German towns and cities could be placed underground. freeing large areas for redevelopment as housing, office space and parks, as part of a DM30bn (\$19.7bn) refurbishment plan drawn up by Deutsche Bahn railway group.

Many of the terminus stations built around the turn of the century would be converted into through stations by building extra underground tracks below city centres, making timetabling simpler and

journey times shorter.
This initiative forms part of Deutsche Bahn's Project 21 to modernise its rail network and make its stations more attractive. DB was established as a private company in 1994 - with

ailway lines and sta- the government still as sole drawn up but shelved because shareholder - but it is preparing to list its operating divisions on the stock market over the next few years.

These ideas could be applied to the stations in many large European cities where there are large areas of unused track. Most 19th century railway companies built lines into large termini on the edges of the city centre. Since the companies were competing for passengers and tunnelling was expensive, there was no incentive to build direct links

In London, proposals for an underground east-west main line rail link known as Cross-Rail which would take travellers direct from Heathrow to the City and beyond have been of the cost. Paris has conatructed underground suburban links but long-distance trains still run overground into the main termini.

Selling off large areas of inner-city land to developers will help cover the estimated DM30bn cost of refurbishing Deutsche Bahn's 6,400 stations while giving new life to run-down city centres, said Mr Heinz Dürr, DB chairman.

The main station buildings, many of which are protected monuments, would be retained but platforms would be placed underground to minimise the use of space. But unlike city metros the platforms will remain open to natural light coming in through the original glass station roofs.

Mr Durr estimates that at by federal and state govern-least 1,600 hectares (3,950 ment subsidy. If the proposed acres) of surplus land could be sold off in 25 cities. New technology and changes in the way freight and passenger locomotives are operated have meant that large areas of marshalling yards and depots have become surplus or could be moved to

the 16 existing tracks could be reduced to just four. in Stuttgart, where plans are furthest advanced, more than 100 hectares of land in the city centre could be freed by placing railway tracks in tunnels. DB estimates that it could earn DM2.2bn from the sale of the land to the local authority and meet a large part of the DM4.9bn investment costs. The remaining costs would be met

the edge of town. In Neu-Ulm

timetable is met the new station and tracks could be in operation in 2008.

In Frankfurt-am-Main 138 hectares of land would be freed by putting freight and passen-ger tracks underground while the main terminus would be linked under the city centre with a smaller station on the east side of the city.

hrough running would cut out delays caused by the large loops the trains now make around the

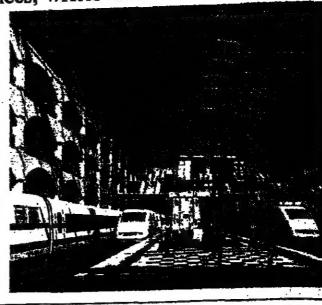
Other city centre stations suitable for the Project 21 plan include Munich and Saar-

DB has already taken steps to develop the commercial potential of its stations jointly with private developers. At Hamburg-Altona, the station was rebuilt to incorporate a large Kaufhof store with finance from the company.

Leipzig station is currently undergoing a DM600m reconstruction to increase retailing space. This is being finance jointly by shopping centre developer, Einkaufs-Center-Entwicklungsgesellschaft, which is providing two thirds

Small investors can buy bonds in a rail property fund set to help finance the work at

Right: an artist's impression of the new Frankfurt station



Erbakan pledge to Turkish **Cypriots**

Mr Necmettin Erbakan, Turkey's Islamist prime minister, reaffirmed Ankara's commitment to northern Cyprus during a weekend trip to mark the anniversary of the Turkish invasion which led to partitioning of the island in 1974. His visit coincides with renewed international efforts to end the division of Cyprus. Mr Erbakan told a cheering

crowd: "We are determined now as we were in 1974 to support the rights and freedoms of our brethren in Cyprus. I am here to show you that we stand with you." Last week Ms Madeleine

Albright, Washington's UN ambassador, said during a visit to Cyprus that commanders from both sides would soon discuss measures to reduce tension on the island, one of the world's most heavily mili-

The US, which declared 1996 to be "the year of the big push siderable time and effort to find a settlement, hoping this would ease enmity between Turkey and Greece and forge regional stability.

While Turkish northern Cyprus held military parades, in the southern half church bells tolled and flags flew at half mast. Mr Glafcos Clerides, the Greek Cypriot prime min-ister, called on Turkish Cypriots and Turkey to begin talks. negotiate with courage, if the Turkish side is ready for a logical and viable compromise."

Mr Rauf Denktash, the Turkish community's veteran leader, said: "I say to the Greeks once more. Come, let us make Cyprus a bridge of peace between Turkey and Greece."

Although both communities agree to a UN plan for a federation with a weak central government in which both groups would retain considerable autonomy, negotiators have not overcome deep distrust

between the two sides. Mr Erbakan, who was dep-uty prime minister during the 1974 invasion, scarcely mentioned reconciliation. He said: "All we want in Cyprus is the recognition of the fact that there are two different communities, two different democratic entities, two states. We want them to live together in

Northern Cyprus declared itself a separate republic in 1983, but is recognised only by Ankara, which provides 30,000 troops and economic aid to trade embargo. The European Union is hoping the prospect of EU membership will help achieve a settlement.

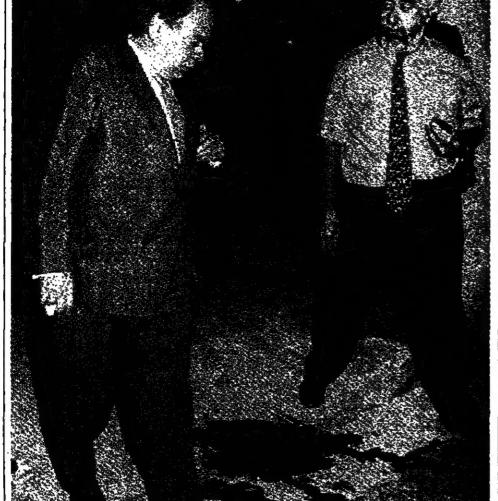
THE FINANCIAL TIMES THE FINANCIAL TIMES
Published by The Financial Times (Europe)
GmbH. Nibelungenplatz 3, 60313 Frankfurt am Main, Germany, Telephone ++39
69 156 \$50, Fax ++49 69 596 4381. Represented in Frankfurt by J. Walter Brand,
Wilhelm J. Brüssel, Colin A. Kennard as
Geschäftsführer and in London by David
C.M. Bell, Chaurusen, and Alan C. Miller,
Deputy Chairman, Shareholders of the
Francial Times (Europe) GmbH are: The
Francial Times (Europe) Ltd, London and
F.T. (Germany Advertising) Ltd, London.
Shareholder of the above mentioned two
companies is: The Financial Times Limited,
Number One Sotahwark Bridge, London
SEI 9HL GERMANY:

GERMANY: Responsible for Advertising; Colin A. Ken-nard. Printer: Hürriyet International Ver-lagsgesellschaft mbH. Admeral-Rosendahl-Strasse 3a, 63:63 Neu Benburg ISSN 0174-7363. Responsible Editor: Richard Lam-bert. c/o The Financial Times Limited, Number One Southwark Bridge, London SEI 9HL.

FRANCE: Publishing Director: P. Maraviglia, 42 Rue La Boètie. 7500S PARIS. Telephone (01) 5376 8254. Fax (01) 5376 8253. Printer. S.A. Nord Echur, 15/21 Rue de Caire. F-59100 Reubam Cedex I Editor: Richard Lambert. ISSN 1148-2753. Commission Pariaire No 67808D. SWEDEN:

Responsible Publisher: Hugh Carnegy 468 618 6088. Printer: AB Kvällstidningen Expresses. PO Box 6007. S-550 66. Jönköping.

Jönköping.
C The Financial Times Limited 1996.
Editor: Richard Lumbert,
clo The Financial Times Limited, Number
One Southwark Bridge, London SEI 9HL.



Jordi Pujol, left, Catalan leader, looks at a pool of blood in Barcelona airport

Basque conciliation to go on despite costa bombings

By Tom Burns in Medrid

The Spanish government said yesterday it would maintain its current policy aimed at defusing Basque terrorism - including conciliatory gestures towards prisoners – despite a series of bomb attacks which left 35 people injured, most of them British tourists. In the most serious incident

a bomb, left in a rubbish bin, exploded on Saturday in a packed departure lounge of Reus airport, south of Barcelona, as the area was being cleared minutes after a bomb warning by Eta, the Basque terrorist organisation. Yester-day, 12 people were still in hospital with mostly light injuries. Shortly afterwards there were two similar blasts in the resort towns of Salou and Cambrils, which are served by Reus airport, but no one was hurt. In separate incidents yesterday, police defused another

which Dutch tourists were evacuated, and eight grenades exploded near a barracks of the paramilitary Civil Guard in the Basque town of Ordizia.

The bombings are similar to Eta campaigns in recent years along the Spanish coasts at the height of the holiday season. This month six small blasts have caused damage but no deaths in resorts further south on the Costa del Sol. This year's costa bombings

come amid a complex policy to combat terrorism by the new centre-right Popular party government. The policy involves rejecting all contacts with Eta but making conciliatory moves towards convicted Eta members and working closely with the moderate Basque Nationalist party, which runs the autonomous Basque govern-ment and backs the Popular party in the Madrid parlia-

One of the Madrid govern-

bomb at a Salou hotel, from ment's key initiatives has been to move, on the advice of the Basque Nationalist party, some of the 500-odd jailed Eta members to prisons closer to the Basque Country. This reverses the dispersal policy of the pre-

vious Socialist government. It is believed that the new interior minister, Mr Jaime Mayor Oreja, who is a Basque and a senior figure in the Popular party, has a secret agenda of further initiatives agreed with the Basque Nationalist party. Yesterday, after visiting the injured in the Reus airport blast, Mr Mayor Oreja said Eta violence would not change his anti-terrorism timetable, including the prisons policy. He said there could be no

miracle breakthroughs to end Eta terrorism. In a reference to his talks with the Basque Nationalists, Mr Mayor Oreja said the government would maintain a firm policy that was "understood and agreed by

Nato and its one-time foes play peace games in the sun One theory among military

he brass band played, the top brass spoke, the (Soviet-designed) topguns flew past, and 1,000 air crew from 17 participating nations shimmered in the sun at Hungary's Szolnok airbase.

Co-operative Chance - the latest in Nato's joint exercises in its Partnership for Peace (PFP) programme with former Warsaw Pact adversaries and the first joint air exercise hosted by a PFP nation began on Saturday with good weather and seeming goodwill all round

After the speeches came the real work. In the full air crew briefing, Czechs, Poles and others strained to concentrate on British, American and Dutch versions of the command language, English. The US commander admits Nato doesn't know it all. "We will make mistakes. It's your job to tell us when we do. We need your help," he asked of his com-

In its scale and its strong emphasis on air power, the exercise is a landmark in the two-year history of the partner-

Nato membership and to maintain cordial military relations with such countries as Russia and Ukraine which are not expected to join Nato in the near firture

For a week flyers and their commanders, along with Red Cross and civil defence groups, will combine to carry out a coordinated humanitarian aid exercise and train staff within a multi-national air command HQ. An earthquake has struck

The exercise is a landmark in the history of the partnership programme

Hungary's Lake Balaton. The devastation calls for air support, but neighbouring (also fictitions) states and resentful ethnic minorities may exploit the chaos. Intruders must be repelled from no-fly zones. The exercise comes at a time

a fictitious state located near

when western governments are

role, if any, their forces should play in Bosnia next year. By hosting the exercise, Hun-

gary is underlining the crucial role it has already played, and may again play in 1997, as a stepping stone for Nato troops moving in and out of Bosnia. "We've been waiting for years to do precisely these humanitarian missions multinationally," said General Dieter Stockman, commander of Allied Air Forces Central

P FP was set up to concentrate on boosting the capacity of ex-communist countries to take part in peacekeeping operations. But this mandate has been steadily broadened to include western military assistance for the ugrading of a range of military installations and communica-

US military planners face a dilemma in Bosnia because of the widespread consensus that some military presence will be required in 1997, despite President Bill Clinton's promise

tion systems, as well as

defence planning and budget-

experts holds that some US troops will be withdrawn only as far as the temporary base they have established in Hungary, signalling that they could be sent back to Bosnia if necessary. Hungarian officials are counting on the fact that western gratitude for the use of its territory will make it virtually impossible for Nato to step back from its plans to enlarge

If Hungarian, Polish and Czech officials get their way. Nato will not later than spring 1997 announce a firm timetable for their countries to join the elliance.

However, the basic problem of European security planners - how to enlarge Nato without irreversibly alienating Russia looks far from resolution.

Mr Evgeni Primakov, the Russian foreign minister, has hinted that Nato enlargement could be acceptable - or at least, less unacceptable - if the alliance refrains from extending its military structure to the soil of new members.

Nato officials say privately. that while there is no question of formal guarantees to Russia, the concerns of Mr Primakov should be relatively easy to

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Czech kingmaker must decide whether to crown old rival

By Vincent Boland in Prague

Mr Milos Zeman, head of the opposition Czech Social Democrats (CSSD) and newly installed chairman of parliament, this week faces his biggest test since coming within a hair's breadth of pulling off an upset in last mouth's general election.

He must decide whether the CSSD will support the new minority government of Prime Minister Václav Klaus in a confidence vote tomorrow. To do so would upset those supporters who gave him their protest votes. But to oppose the gov-ernment would damage his image as a credible parliamentarian, on which he has been working overtime since the election. To abstain would sim-

ply be a cop-out. Nobody has enjoyed the little bout of instability the country has endured since the election as much as Mr Zeman. It has given him the key political role he craved. While Mr Klaus, his old enemy, floundered in the immediate aftermath of the loss of his coalition's govern-ing majority, the CSSD leader

the government needs his party's support to survive.
A tall, ponderous 51-year-old,

Mr Zeman led the 103-year-old CSSD, which he has headed since February 1993, back to the centre of Czech politics in the election. Its vote soured to 26.4 per cent from 6.5 per cent in 1992, while support for the Civic Democratic party (ODS) led by Mr Klaus was 29.6 per cent, almost unchanged from

four years ago. He was also elected to the Czech parliament for the first time, having been a federal MP until the demise of Czechoslo-vakia in 1992. In northern Moravia, where both he and Mr Klaus stood for parliament, he led the CSSD to become the largest party in the region. Though a parliamentary nov-

ice, Mr Zeman is a political veteran. Born in 1944, he joined Dubček's Communist party at the height of the Prague Spring in 1968 and was expelled with other reformers after the Sovi-et-led invasion. He languished in odd jobs for nearly two decades, cementing his anticommunist credentials. Mr Zeman and Mr Klaus have never made any secret of

Zeman: enormous ego

their mutual dislike, which dates from their days at the Forecasting Institute. The two men have enormous egos, and both vied for intellectual supremacy at this officially tol-erated think-tank in the late 1980s, planning scenarios for a post-communist world.

Since electoral deadlock emerged both men have indulged in ever greater mea-sures of brinkmanship as each tested the respective powers of his opponent. The result so far

parliamentary debate on the government's policy programme, to be followed by the confidence vote, is meant to get a definitive result, but a last-minute deal will have to be cooked up for that to happen.

In theory this could not be too difficult. The ideological: divide between the coalition and the CSSD is not especially wide. On two key issues - university tuition fees and health service reforms - a compromise is possible. A third - the return of confiscated property to the Roman Catholic Church - may be more divisive. The Christian Democrats, a coalition ally of the ODS, are unlikely to back down on their insistence that this measure be pushed through though many anti-clerical Czechs oppose it.

President Václav Havel asked the politicians on Friday to rally around for the good of the country. Mr Zeman says it would "not be a tragedy" if the government failed to win the confidence of parliament, snggesting he wants Mr Klaus to cook up the fudge that will be necessary to prevent a show-

Berlusconi stitch-up smooths constitutional deal

The former Italian premier has been forced to make political concessions to protect his threatened TV empire

liamentary commission to overhaul Italy's 1948 constitution - the first major deal struck between government and opposition in the new legislature - offers a foretaste of how relations are likely to develop between the ruling centreleft Olive Tree coalition and the right-wing alliance headed by former premier Silvio Berlusconi.

Initial analysis of the agreement, hammered out last week, suggests Mr Berlusconi has been obliged to co-operate with the government on constitutional reform in order to protect his own media interests.

The deal coincided with the cabinet's approval of the establishment of a new regulatory authority to cover telecoms and the media alongside new anti-trust rules on the share of the television market. These directly affect Mr Berlusconi's recently floated Mediaset group, of which he now controls 51.5 per cent. In return for being obliged to reduce Mediaset's share of the ter-

The setting up of a special par-restrial audience and advertising market, he has been able to keep three channels in a liberal interpre tation of a constituional court decision and will be allowed to enter the telephones business. Originally it was thought that he would have to divest one channel. The proposed law allows one channel to be converted into either a cable or satellite

> The link between co-operation over constitutional reform and the new arrangements on television/telecoms has produced unease both within government ranks and among Mr Berlusconi's allies. Inside the government coalition, there has been concern that too much had been settled in private negotiations between Mr Berlusconi and Mr Massimo D'Alema, leader of the Party of the Democratic Left (PDS), the dominant partner in the Olive Tree. Even during the election campaign Mr D'Alema made it clear Mr Berlusconi's TV interests should not be

Mr D'Alema's stance has irritated been criticised by those in his several former Christian Democrats alliance who believe their role as in the alliance as well as Mr Romano opposition in the new parliament Prodi, the prime minister. They felt has been compromised. In his desire too many concessions had been to sort out the problems of his TV made to Mr Berlusconi to resolve his self-created problem of conflict of the embrace of Mr D'Alema. This led interest. As a result, at the last him to drop the right's minute the television/telecoms constitutional reform platform of legislation endorsed by the cabinet introducing a presidential system

The media magnate is now screaming foul and claiming Mediaset risks losing L1,200bn a year in advertising

surprise and chagrin. The media magnate turned politician is now screaming foul and claiming critics fear that, during the next Mediaset risks losing L1,200bn (\$780m) a year in advertising

last Wednesday was stiffened by Mr like that of France and of having a Prodi - much to Mr Berlusconi's complete first-past-the-post electoral system like the UK Beyond this, Mr Berlusconi's

year when the constitutional reform commission carries out its review, it will be hard for the opposition not to But Mr Berlusconi himself has be locked into co-operating with the economics professor and former

the constitution but then being obstructive on other key issues such Such tensions, even before the bi-cameral commission has been

formed, suggest the path towards a successful shake-up of the constitution - no matter that every party admits the need for change will be strewn with minefields. To overcome such obstacles, some politicians in both government and opposition are talking of having a broader based administration. This would include elements of the current opposition, and thus ensure

the constitutional commission produces consensus proposals to modernise the Italian state and introduce a more federal system of The chief loser in such a scenario

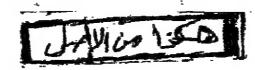
would be Mr Prodi, the Bologna

government on a broader set of head of Iri, the state holding issues. They say it seems company, who was recruited last year to lead the Olive Tree alliance. He would almost certainly be pushed aside. Mr Antonio Maccanico, his posts minister, who unsuccessfully tried to form such a broad-based government to carry out constitutional reform in February. said as much in a brutally frank interview last week. For the moment Mr Prodi is still

likely to be given the benefit of the doubt by his coalition partners and in particular by Mr D'Alema, who is the effective back-seat driver of the government.

Ousting the premier so soon after the April elections would be difficult to sell to the public. But Mr Prodi has not helped himself by a lacklustre performance as leader during his first two months in office; while his authority continues to be undermined by Mr D'Alema's overt mistrust of him

Robert Graham:



in the sun

Egypt-Israel group in refinery deal

Egyptian-Israeli consortium, Midor, yesterday SACE. signed contracts for a \$1.2m oil refinery in Alexandria, Egypt. Midor, which groups Israel's Merhav Group, the Hussein K. Salem Group of Egypt and the Egyptian General Petroleum Corp (EGPC), is the largest joint venture between Israel and the Arab

The engineering procurement and construction contract worth \$1bn was awarded to a European consortium led by Technipetrol of Italy and

Technip of France.
A ground-breaking ceremony is expected in October. The final steps in project develop-ment, including financing as well as selection of other construction groups, are expected to be concluded shortly, with the project fully operational by late 1999. The main licensor for the refinery, which will include a hydrocracker, is the US company UOP, supplemented by Conoco-Bechtel. Senior officials from Techni-

petrol said the refinery would be one of the first in the region to meet European environmen-tal standards in both process and products.

The project is Egypt's largest private venture and the first private sector refinery. The equity capital represents only 20 per cent of the total cost of .

National Westminster Bank of the UK and Bank Nationale de Paris are working as the The export credit cover has been pledged by several Euro-

Guarantee Department, Germany's Hermes and Italy's

SAUK.

The European Investment
Bank has approved an
Ecu220m (3277m) loan for the
construction of the exportoriented oil refinery in the free
zone area near the port of
Alexandria.

The scheme the largest to be

The scheme, the largest to be financed by the EIB in the Midde East, will draw on Egyptian oil resources to supply 5m tons per annum of advanced refined products including lead-free petrol and low-sulphur gas. Israel and Egypt will each get a third of production while the rest will be sold to adjacent markets, such as Turkey, southern Italy, Greece, Cypros

Saudi Arabia has awarded the building of a SR4.155bp (\$1.108hn) power plant to Japan's Mitsubishi Heavy Industries following months of talks with international companies, Reuter reports from The Saudi Consolidated Elec-

tric Company-East (Sceco-East) awarded the hidding to Mitsu-hishi Heavy Industries Consortium to build and instal the 2,400MW Ghazian power plant. In March Saudi Arabia said the Sceco-East project was part of a master plan to raise power generation in the oil-rich kingdom to 60,000MW over 25 years from a current 17,700MW

capacity. Saudi Arabia is hungry for added electricity capacity and

needs new plants. The Sceen-East project was co-lead managers for the esti-mated \$600m export credit component of the financing. Riyadh's financial standing improved with rising oil prices and higher revenue due to a pean agencies, including rise in domestic electricity Spain's CESCE, France's rates.

Cairo SE sees iump in foreign investments

By Sean Evers in Cairo

Foreign investors have more than tripled their share on the Egyptian stock exchange in the first half of 1996 as international interest in the market

International investors accounted for 20 per cent of the E£3.5bn (\$970m) of stock traded on the Cairo Bourse in the first six months of the year, compared with just 6 per cent of the E£3.8bn traded in the whole of last year. The majority of the foreign investors have come from the US, Britain, Singapore and the Gulf

Mr Ashraf Shams el-Din, dep uty chairman of Egypt's capi-tal markets authority (CMA), explained: "The flurry of sales of state companies and the government's Egyptian nomic reforms was drawing

the international investors." Since Mr Kamal Ganzouri, reform minded cabinet were

appointed in January, the pace and profile of the privatisation programme has been stepped

But the Egyptian business association continue to criticise the mainly partial selloff, claiming "privatisation is not selling 10 or 20 per cent it is a

However, the Egyptian state is moving up another gear, fol-lowing the ground-breaking offerings of majority stakes in less well known companies including Medinet Nesr Housing and Construction, and a fertiliser company, Egyptian Financial and Industrial

The state sold off 65 per cent of EFI to private investors in May. The company is one of the most active on the Cairo bourse and it announced a 29

A recent international economic study by Baring East management reveals that the Egyptian stock market is the most attractive Arab market

The Financial Times plans to publish a Survey on

IMF/World Bank:

World Economy & Finance

on Friday, September 27. ● To coincide with the IMF/World Bank meetings in Washington in 1996 ● Special distribution to 6000 delegates at the meeting ● New

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Algeria to hold new round of talks

Algerian President Liamine Zeroual and political parties will hold a further round of talks on Thursday after failing to reach agreement on a common strategy towards ending four years of bloody struggle and to prepare for new legisla-

In talks which ended at the weekend, Mr Zeronal rejected a suggestion by two opposition parties to include leaders of the Islamic Salvation Front (RIS) in the dialogue. FIS mili-tants have been battling the government since 1992, when their party was stripped of an

Mr Sliman Chenine, a spokesman for the Hamas Islamist party, said yesterday that Mr Zeroual told Hamas representatives the question of the FIS was no longer open for

The most difficult point in the talks was Mr Zeroual's proposals to amend the Algerian constitution before legislative elections due to the first half of 1997. The president is seeking revisions to bolster the presidency's powers, cre-ate a second chamber of parliament which includes nonelected officials, and prevent parties from using Islam to further their political ends.

Main opposition parties, who suspect the president of was suspect the president of seeking to monopolise the political field, believe a new constitution should be drafted by the elected assembly after the poll. Mr Chemine said of amending the constitution principles such as promising not to exploit religion in cam-

the constitutional amend-ments, Mr Zeronal invited the parties for bilateral talks on the constitution to start later the Berber-based Socialist Forces Front, a strong critic of Mr Zeroual's approach, said yesterday that although Mr

Zeronal showed little willing ness to compromise on this point, the FFS would take part in the bilateral talks. Some progress was made on other revisions sought by Mr Zeroual. Three commissions

are to be set up including representatives from various par ties to discuss Mr Zeroual's proposed changes to the elec-toral law to introduce proportional rule, to the law govern-ing parties, and to prepare for

The talks ended amid reports of a resurgence in vio-lence. Several bombs exploded

Corn group may face more claims

Rain drenched the fields of Minots last week, putting an end to fears of drought and ruined corn crops, but doing little to ease the troubles of one of the state's most famous corporate sons, Archer-Daniels-Midland, the country's biggest

On Friday, a federal judge in Chicago approved a civil anti-trust settlement in which ADM and two of its Japanese rivals, Afinomoto and Kyowa Hakko Kogyo, agreed to pay \$45m to customers of their animal feed ingredient businesses. The civil suits were brought

after the US government conducted a two-year undercover investigation into ADM's role in international feed ingredient markets and in particular, the market for lysine, an amino acid widely used as a livestock

and pork producers.

The government has not yet brought criminal charges against any of the companies, but the civil settlement is evidence the price-fixing probe is beving a profound effect on the small group of global compa-nies producing lysine.

Heartland Lysine, a US division of Ajinomoto, and the US subsidiary of Kyowa Hakko have each agreed to pay \$10m of the settlement, and ADM will contribute \$25m. While agreeing to the payments, none of the companies admitted to any wrongdoing.

The civil settlement is only

the first case of, perhaps, many facing ADM. More than a dozen of ADM's customers par-ticipated in the class action but several other big clients opted out of the deal, leaving open the possibility of

ADM officials fear that criminal actions will be brought against two prominent executives in coming weeks, though the company, its attorneys and federal prosecutors are not commenting on what has been a colourful investigation.

The investigation has shaken ADM, known for its political influence and connections in Washington

With a large stock of video tapes recorded by an ADM executive who turned FBI mole

Whitacre, the government been sifting through evidence. The tapes are believed to show executives of ADM and rival companies discussing the global market for lysine - the question is whether investigators have enough evidence to take a case of alleged market manipulation to court.

For more than a year, prosecutors have been distracted by the accusations and counteraccusations involving Mr Whitacre, who has separately been investigated by the FBI for alleged fraud. He denies the

Another difficulty for US investigators is that the case stretches far beyond the boundaries of the US. To prove collusion, the police have to gather evidence that, among others, South Korean and Japanese competitors were parties and whistleblower. Mr Mark to an international agreement.

ADM, well known in the US for its political influence and its connections in Washington. Allegations have focused on the roles of two executives: Mr Michael Andreas, the executive vice president and the son of company chairman, Mr Dwayne Andreas; and Mr Terrance Wilson, head of ADM's corn processing unit.

The unresolved investigation has cast a shadow over the future of Michael Andreas, presumed to be the natural successor as chief executive to his

Public debate about the case has already forced extensive reforms of ADM's board, which had been dominated by Dwayne Andreas for 30 years. In the past year, the company has promised to expand the board and limit participation

Paris Club restructures Peru's debt

By Sally Sowen in Lima

After three days of tough bargaining in Paris, Peru has succeeded in restructuring most of the \$9.25km owing to its official creditors. Paris Club debt represents some 28 per cent of Peru's total foreign debt.

Speaking in a Lima at the weekend, President Alberto Fujimori described Peru's treatment "exceptional", noting that it was the only country apart from Russia to have reached such a favourable restructuring arrangement with the Paris Club.

Rescheduling will be over 20 years with substantial relief for the next three, Mr Pujimori said. Payments this year will total around \$450m, rising to

\$500m in 1998. Without relief, Paris Club servicing would have been double this. Of Peru's total debt with its bilateral creditors almost \$7bn was contracted before 1983, the year in which Peru ceased ser-vicing most of its external

Pre-cat-off debt is the only part of the total susceptible to restructuring.

Payments to the Paris Club are expected to rise to \$1bn-plus by the end of the decade. Despite the relief obtained, this - added to payments under the soon-to-be-closed Brady deal will still impose a heavy burden on Peru. Last year's export earnings, even with exception-ally buoyant minerals and

Peru will now seek to negotiate separately, and as soon as possible, with each of the Paris Club members, President Fujimori said. In addition to bilateral forgiveness, Peru will press to swap some debt for nature or social programmes. The agreement came after three days of talks in Paris

between Pern's negotiating team and officials from Austria, Belgium, Canada, Finland. France, Germany, Italy, Japan, the Netherlands, Norway, Spain, Sweden, Britain and the

The Paris Club issued statement outlining its decision "to grant Peru an ambi-tious treatment of its external official debt tailored to the prospects of its economic



President Fujimori: called Peru's treatment 'exceptional'

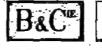
The statement, which did not give financial details, said the agreement was "a very significant contribution to Peru's

financial situation". Economists and political analysts in Peru hailed the accord as another feather in Mr Fujimori's cap and a major step towards the nation's rein-tegration into world financial pariah by lending institutions when former President Alan Garcia effectively suspended all debt payments in the mid-

The Paris Club deal should also permit the de-blocking of some \$500m in credits already not be released until agreement was reached in Paris Still pending on Peru's foreign debt agenda is renegotiation with creditor countries of the former Soviet Union.

66People say that we live in the past. Well yes, we have been providing for the future by managing investments for 200 years. ??

> any things have been said about us. No doubt we asked for Lit. We've been doing the same job for 200 years: managing investments. And this longstanding experience has always been our pledge for the future. Can this reasonably be held against us?









GENEVA'S PRIVATE BANKERS

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Liz Vaughan in Hong Kong on +852 2868 2863. FT Surveys

emerging markets section.

WorldWide.Source: ING Bank Survey 95.

HK groups Japan's executives seek to improve image join in China road project

Two of Hong Kong's largest infrastructure groups, Hopewell Holdings and the newly listed Cheung Kong Infrastructure, are to join forces in a Yn2bn (\$240m) project to build part of a ring road in the southern Chinese city of Guangzhou.

The agreement clears the way for work to restart on the project, which was stalled last year because of a disagreement between Hopewell and Guangzhou authorities over the cost of the project and the construction of commercial sites along

Under the terms of the accord, Cheung Kong Infrastructure, which is part of Mr Li Ka-shing's business empire, will jointly invest Yn1.9bn with Hopewell to build the east-south section of the city ring road.

This section is due for completion in 1998. Guangzhou Freeway, the city

roads company, is to contribute the remaining Yn100m of the cost of the project. It will also guarantee Cheung Kong Infrastructure and Hopewell a minimum return of 20 per cent and take responsibility for cost over-

The accord brightens the prospect for the completion of the Guangzhou southern ringroad, which was agreed in 1992 between the city authorities

By John Ridding in Hong Kong and Hopewell Holdings and

The latest deal is expected to be followed by an agreement on terms for Hopewell and Cheung Kong Infrastructure to build the south-west section of

Industry analysts in Hong Kong said the agreement was positive for Hopewell, since it would reduce the financing costs and provide an influential partner.

The agreement is the second time that Mr Gordon Wu, Hopewell's chairman, has secured a significant outside investor for one of the group's mainland road projects.

Last year he sold a 2.5 per cent stake in the Guangzhou-Shenzhen superhighway to Kanematsu of Japan. The 123km Shenzhen-Guang-

zhou expressway linking Hong Kong to the capital of Guangdong province has proved a disappointment both to China and to Hopewell Holdings. Among the problems were cost-overruns, delays in construction, difficulty in securing local construction permits, and a shortfall of toll revenues after the road opened.

One of the problems was that the project was negotiated at local level and the project assumed that Hopewell would be able to develop property along the route, which added

Tonnes (m)

Corporate Japan's top executives yesterday decided it was time to extend the technique of continuous selfimprovement from the factory floor to the morals of manage-

The annual seminar of the powerful Keidanren economics federation in Oyama, a resort at the foot of Mount Fuji, ended two days of soul-searching with an agreement to toughen up its "charter for good corporate behaviour". It was the first official Keid-

anren recognition that the recent series of mishaps at Japanese companies had created

an image problem. It was also Japan's first colof its most prestigious corporate names have been mired in impropriety.

Mr Shoh Nasu, chairman of Tokyo Electric Power, the world's largest electricity generator, said the review of the code must be carried out "as soon as possible." Mr Yoshio Okawara, a senior Keidanren adviser, admitted: "There is a need for action to cope with the sense of mistrust."

Blows to Japan's corporate image over the past year include the \$1.8bn loss on unauthorised copper dealing at Sumitomo Corporation, formerly seen as the most conservatively managed general trad-ing company; the revelation

ment store, had been paying hush-money to gangsters; a US sex discrimination and harassment case against Mitsubishi

Motors, the largest such case

nications were "lacking" However, as so often in Japa-

nese corporate life, there was more ritual than real reform

Two days' soul-searching ended with an accord to toughen the Keidanren's 'charter for good corporate behaviour'

in legal history; and an unauthorised \$1.1bn bond dealing loss at Daiwa Bank's New York

In many cases, argued Mr Jiro Kawake, adviser to New Oji Paper, Japan's largest paper company, top manage-

to the Keidanren's gesture. The federation's five-year-old ethics code, little talked about and never applied, has no real teeth. It was drafted just after a series of financial improprieties, in which Japan's largest stockbroker, Nomura Securi-

lective attempt to show contrition for a year in which some maya, a prestigious department did not know what was pensated favoured clients for two share-trading losses. The two executives who took the blame for that scandal are now back

And the past year's events suggest the mood of atonement at other Japanese companies was perhaps less than sincere. Some of the participants at the seminar felt the same deja vu. Mr Yutaka Kume, adviser and former chairman of Missan, Japan's second largest car producer, pointed out "We've been discussing the corporate ethics issue for the past 20 years... We don't need to change the contents of the corporate ethics charter. What is needed is a change in attitude

There was even an attempt

and in implementation.

make the new code easier to implement, when one particlpant suggested that wrongdoers should actually be penalised by the Keidanren. But the idea was quickly flattened by the mighty NEC, the leading semiconductor and computer

producer. What would be the standard for deciding on such a punishment? That would be very difficult as a practical matter," said Mr Tadahiro Sekimoto, NECs

chairman. Still, every little helps. After all, self-improvement on the Japanese shop floor has always taken place in a series of small incremental steps.
Talk of soap and dope shakes sumo, Page 10

Vietnam diaspora ponders links with home

n Vietnam, eight is sup-posed to be a lucky num-ber. But Hong Kong-listed Peregrine Investment Holdings may be starting to wonder about the luck of choosing a

rolonial villa at 8 Alexandre de Rhodes street in Ho Chi Minh City as the headquarters of its Vietnamese arm. Having grown accustomed to a reputation as one of the best

connected foreign players in Vietnam, Peregrine Capital Vietnam played host to city officials in May searching for documents in an investigation into allegations of tax evasion and abuse of its representative office licence. On Saturday, prosecutors announced that they would

press charges against the PCV's managing director, Mr Nguyen Trung Truc, one of the country's most prominent forJeremy Grant on the problems of returnees being used by foreign investors as a bridge between western and Vietnamese culture eign businessmen. The charge legal under an "investment

relates to the importation of about 80 cars, though prosecutors indicated that they were also investigating other operations at Peregrine.

Officials alleged that the company had abused its representative office licence, which forbids foreign companies from booking business in Vietnam Prosecutors said they were investigating PCV and its links with 13 local trading companies allegedly set up by Mr

Mr Truc declined to comment when contacted yesterday, but Peregrine has denied that the company has broken any law in Vietnam. The company says its activities are advisory licence", granted in April 1995, which enables it to engage in a broader range of businesses than other representative offices,

Earlier this month, Euromoney magazine chose PCV as the "best foreign securities firm" in Vietnam. "Peregrine's opportunist approach has earned it many fans in Vietnam," it said, adding that Mr Truc's "extensive web of local contacts" had enabled him to avoid government interfer-

For Mr Truc, an emigre Vietnamese businessman with a degree from an Australian university and a collection of 15

follows a colourful career in Vietnam that started with his return in 1989 as head of PCV. That company is 60 per cent owned by Peregrine Investment Holdings, with the rest held by him, his Malaysian-Chinese wife and a Singapo-

rean businessman. The case raises questions about the role of overseas Vietnamese in the country's economic reforms. Thousands of overseas Vietnamese, known locally as Viet Kieu, have returned to Communist-ruled Vietnam since it started encouraging foreign investment about five years ago.

Most of them run small, service-related businesses, often stayed behind after the end of the Vietnam war, which ended in 1975. Under Vietnamese law, Viet Kieu are supposed to get more liberal treatment than foreign investors.

The overseas Vietnamese have been natural target for foreign companies wanting to establish offices in the country. as they speak the language and are seen as a bridge between western and Vietnamese bustness culture.

However, some business people complain that the welcoming rhetoric from Hanoi can evaporate when overseas Vietnamese try to start doing business in the country many of them fled for political reasons

"It's true that there are cur-tain difficulties for them. It's not because of policy. It's because of bureaucracy," said Mr Nguyen Ngoc Ha, president of the Ho Chi Minh City committee for overseas Victnamese, which handles emigre

Nor has the local press helped. Mr True and PCV have been the butt of a vigorous campaign in local newspapers, which have sometimes chronicled alleged wrongdoings in microscopic detail. None had contacted Mr Truc or Perceptine for comment, a Peregrine official said.

The investigation into Mr True and his wife would take up to four months, the prosecutor's office said, and they would not be allowed to leave Ho Chi Minh City without per-

South-east Asia takes stock of oversupply

Rising petrochemicals capacity could lead to battle for markets which could test free trade commitment

sia's booming economies have been a haven for petrochemical companies seeking growth away from their subdued traditional markets. But a recent surge in investment heralds an era of significant overcapacity and fierce price competition.

Nowhere are the symptoms more pronounced than in south-east Asia, where rapid economic growth and low rates of plastic consumption per capita have proven an irresistible lure for investors. But observers are now warning that unless several planned projects are scrapped, there may be a battle for market share which could severely test the commitment of south-east Asian nations to free trade.

"I am afraid competition will be so fierce that countries will say: to hell with free trade agreements," said a senior executive in a petrochemicals company, itself planning a big capacity expansion.

Even if the countries can manage to lower tariffs, I am sure there will be more subtle non-tariff barriers," he added. If all the firm investment plans for the production of ethylene - the industry benchmark - are carried to fruition. south-east Asian nations could witness a capacity rise by 2008 of around 4m tonnes per annum (tpa), adding to a current capacity of around 2.2m tpa. If projects described as likely but still under study are embarked upon, a further 1.35m tpa capacity could be

Demand, meanwhile, is expected to grow by around 5 per cent annually in the southeast Asian region, assuming that current rates of economic growth rates are maintained. On this basis, it is clear that

demand will lag supply.

Producers aim to resolve this by displacing imports from their domestic markets, but this will be no easy task. South Korea is an aggressive

domestic overcapacity of its Similarly, the petrochemical industries in Japan and Taiwan depend on sales into

exporter of petrochemicals into

the region, with considerable

Incionesia 7.86 6.52 6.57 5.61 5.30 4.59 4.59 3.97 3.36 1.31 1.22 1.12 1.00 0.91 0.82 0.80 0.78 0.76 0.70 0.68 0.67 0.85 0.48 0.36 6.27 0.21 6.26

nese demand is taken into Such a prospect might be merely uncomfortable for some industries, but in the capitalintensive petrochemical business, where plants often have to run at over 90 per cent capacity to be profitable, it could be acutely painful.

capacity will grow at a compound 9.9 per cent annually between 1995 and 2000, which is very conservative, supply is still set to outstrip demand, said Mr Nicholas Smith, Asia regional chemicals analyst with Jardine Fleming in

In a recent report, Jardine Fleming predicted that a sustained phase of oversupply for basic chemicals (ethylene and its derivatives) could start as early as the end of 1997. Some, however, are hopeful that the crunch can still be averted. "There may be a situa-

Some observers suggest avoided," said Mr Gong Wee exports to China will provide a safety valve. But expansion plans for all of Asia point to oversupply even where Chi-

(Asean) appear determined to

12.20 11.39 9.02 7.14 .686 - 575 .2.16 1.75 1.41 -

Asian ethylene: too much of a good thing?

"Even if you say that Asian

tion where supply far exceeds demand but so long as coun-

Lik, assistant managing director of the Singapore govern-ment's Economic Development

Observers say that it will eventually become clear which parts of south-east Asia can provide an optimum location for the petrochemical industry. But, for now, many nations belonging to the Association of South East Asian Nations

Roelf Venhuizen, director of Shell Chemicals in Singapore. Malaysia is a telling case study of the forces which make it unlikely that petrochemical projects will be abandoned. The country imports about 60 per cent of its plastics feed-

'Competition will become so fierce that countries will say: to hell with agreements on free trade'

nurture the sector they regard as an essential industry. Petro-chemicals provide the raw materials for everything from synthetic fabrics and cosmetics to industrial piping and computer accessories. In addition, considerations of national prestige - not to mention state are inextricably

involved. "There are many issues involved. There are nationalistic issues, trade balance issues tries develop projects pruand many of the major inves-

stocks but it is keen to reduce this reliance, partly to whittle down a worrying current Leading the move into petro-

chemicals is Petronas, a highly profitable state oil company which is wealthy enough to withstand years of possible losses. Petronas is also an upstream oil and gas producer, meaning that it is well placed to reap the benefits of downstream integration. Finally, Malaysia can look to a promising domestic market where the per capita plastic consumption is about one third of the 70-

80 kg typical in developed nations. To varying degrees, the

state oil companies," said Mr industries in Thailand, Indonesia and the Philippines mirror the dynamics of Malaysia's market

For Singapore, a net exporter, the petrochemicals industry has attracted more foreign investment than any other sector and it churns out a large proportion of the city state's manufacturing exports. With so much at stake, it is natural that some Asean countries want to protect their

fledgling local industries. But such protective urges contradict the Asean Free Trade Area initiative, which calls for a gradual reduction in tariffs to below 5 per cent by 2003 for the region encompassing Thailand, Malaysia, Indonesia, Singapore, Vietnam, Bru-nei and the Philippines. Indonesia's Chandra Asri

Petrochemical Complex, controlled partly by President Suharto's second son, Mr Bambang Trihatmodjo, has been one source of controversy.

It has received an effective tariff protection of 25 per cent for its two main products, ethylene and propylene, since February this year.

The government has also imposed an effective 40 per

Some industry executives outside Indonesia said that in addition to tariff barriers, customs officials often delay their petrochemical cargoes for up to two weeks, making it more difficult to compete with local

ethylene and polypropylene.

producers, which do not have to traverse customs. The pressure on governments to provide protection is sometimes intense. Potential investors, including Mitsui of Japan, pulled out of a \$130m polypropylene project in the Philippines earlier this year. complaining that tariff protec-

tion was not strong enough. Thailand, which levies a 12 per cent petrochemical import expansion plans in the Asean region, reinforced by a strong state involvement in its planned ethylene cracking

plants. Officials, however, stress that the country is committed to reducing tariffs.

"We think our industry can survive the declining tariffs because the domestic market is growing so fast. The more companies can sell in Thailand, the less they need to be protected," said Mr Pongsak Angsupun, deputy secretary general of the Board of Investment.

In one recent episode, Singapore complained to the World Trade Organisation over what it claimed were unfair restrictions on its exports of plastics to Malaysia. Kuala Lumpur denied that a system of import licences for some categories of petrochemicals from Singapore were acting as a non-tariff barrier. The issue was later resolved through bilateral dis-

One response to the looming overcapacity has been to try to beat the rush.

Some company executives said plans to build had been brought forward and officials in Singapore said that the speed of land reclamation for the huge Jurong island complex had been accelerated.

Manuela Saragosa, Ted Bardacke. **Edward Luce and** James Kynge

ASIA-PACIFIC NEWS DIGEST

Taiwan party transfers cash

Taiwan's ruling Nationalist party has transferred control of more than \$100m in party-owned assets in Hong Kong to a Singapore subsidiary as a precautionary step before the British colony's reversion to Chinese sovereignty next year. The Nationalist party, also known as the Ruomintang, is reticent about its business activities and officials were unavailable to comment on a report in the leading United Daily News. The assets, including property and trading companies, were transferred to Asia Pacific Holdings Syndicate, a Singapore-registered subsidiary of party-owned Asia Pacific Holdings, the report said.

Mr Liu Tai-ying, chairman of the party's business management committee, was quoted as saying: "In the event that our party assets encounter problems in Hong Kong, the Singapore government will come to our aid." Singaporean assets are safeguarded in China under a bilateral investment protection agreement. Nationalist party officials hope the transfer will prevent any moves by China to confiscate or intervene in the management of the assets after 1997.

Beijing regards Taiwan as a renegade Chinese province and the Nationalists as an illegitimate rebel government. China has indicated that Taiwan's substantial private business interests in Hong Kong will be unaffected by the colony's takeover, but has also hinted that Taiwan's existing quasi-official representative offices will not be welcome. Until the 1990s the assets of party and state were nearly indistinguishable, but the Nationalists have made strenuous efforts to separate party business operations from those of the

US-Japan electronics talks end

The electronic industries of Japan and the US have failed to reach a comprehensive agreement on a new framework for bilateral co-operation, an industry association said yesterday. The Electronic Industries Association of Japan (EIAJ) said the two sides remained apart on three of four key outstanding issues discussed in a fourth round of negotiations held over the weekend in Vancouver, Canada. The negotiations were aimed at working out a framework for industry-to-industry co-operation after the existing governmental semiconductor trade accord expires at the end of this month.

Both sides, however, agreed to promote bilateral co-operation in such fields as the standardisation of technologies for equipment to produce next-generation 300 mm wafers, energy savings and the protection of intellectual property. They agreed to continue negotiations in parallel with governmental talks on semiconductor trade between the wo countries, the officials said.

Vietnam life insurance scheme

A state run Vietnamese insurance company, Bao Viet, plans to launch the country's first life insurance scheme and hopes to sign up its first customers by next month, the semi-official weekly Vietnam Investment Review said yesterday.

The move follows Bao Viet's announcement earlier this month that it had set up a subsidiary called Life Insurance Company (LIC), capitalised at \$1.8m. Locals would be able to take out insurance of up to \$4,500. The company would also offer a special policy for children under 18. Annual per capita income is \$500 in Hanoi and \$900 in Ho Chi Minh City. Vietnam's fledgling insurance industry was for years dominated by Bao Viet until its monopoly was broken last year with the establishment of Bao Minh, Nha Long Co, Pilico a unit of the ministry of trade-controlled petroleum distributor - PetroVietnam Insurance Co and Vinare, a

reinsurance company under the finance ministry. No foreign company has been allowed to sell insurance products in Vietnam but Tokyo Marine & Fire insurance of Japan and Commercial Union of the UK have signed a joint venture contract with Bao Viet which has yet to be licensed. Yasuda Fire & Marine Insurance and the Mitsui group are in talks with Ho Chi Minh City-based Bao Minh, for another joint

Jeremy Grant, Hanoi Pakistan transport strike

A strike by commercial transport owners disrupted Pakistan's southern province of Sindh yesterday. The strike was held to protest against new taxes announced in last month's annual budget and affected Karachi, the southern port city and capital of Sindh, where traffic was thin and office attendance

The strike raised further concerns over the ability of the government to stay on course with last month's tax measures that have been opposed by a number of businesses and Farhan Bokhari, Islamabad

EU and Pakistan to seek closer political ties

bonded labour.



By Farhan Bokhari

sion's vice president, said at the end of a three-day visit to Pakistan: "We want to develop a a specific frame-

The European Commission and Pakistan yesterday announced that they would seek closer political and economic ties, in spite of the recent concerns over the use of child and

Mr Manuel Marin, the Commiswork and a specific programme with Pakistan in order to fight and control this Issue [of bonded and child

However, Mr Marin gave a guarded

bonded labour in 1991, though many

response when asked to comment on criticism that despite new laws introduced recently, there has been little progress on prosecuting powerful individuals involved in the use of

He said: "I am not here to examine Pakistan... I am here to propose a modus operandi in order to establish political conditions... to fight this He also said the issue was of great

critics charge that the practice still

concern to the European Union but advised against singling out Pakis-Pakistan outlawed the use of

areas of the southern province of Sindh and the south of the province of Punjah.

Concerns have grown in recent months that western importers may restrict Pakistani exports, on the grounds that they were produced with the use of child or bonded labour.

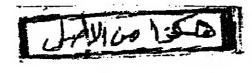
Mr Marin said that his talks with President Farooq Leghari, Ms Benazir Bhutto, the prime minister, Mr Assef Ahmad Ali, the foreign minister and Mr Ahmed Mukhtar, the commerce minister - had centred on greater co-operation between the

European Union and Pakistan. He said the EU, Pakistan's largest

trading partner, had decided to open talks for a new treaty of economic co-operation between the two Mr Asset, who was present at the news conference, said his talks with Mr Marin also covered India-Pakistan

Himalayan region of Kashmir. Mr Marin reiterated that the position of the EU on the issue of Kashmir was that the question must be solved peacefully through negotiations between India and

relations and their dispute over the



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ATLANTA OLYMPICS

First and last Games for St Kitts-Nevis

flag. Few managed to survive close

governmental scrutiny, but a resigned Bridges admitted there

was a "Kittitian" somewhere on the

European snowboarding circuit and

reluctantly arranged for him to be

Two years ago all the nations

competing in the 1996 Olympic Games sent delegates to Atlanta for

a pre-games IOC meeting. This was

St Kitts-Nevis's first opportunity to

taste life in the Olympic fast lane.

Bridges' main tasks were to verify

its flag and see that IOC officials held it the right way up, and to make sure the correct national

The nation comes of

age even as it prepares

At the rented office space of the

St Kitts-Nevis Olympic association in the centre of Basseterre, capital

of St Kitts, a cluster of men were

sitting on and behind desks.

Resources were clearly limited, but

enthusiasm seemed high. There was

a goal in sight. Money-raising had

started, and an Olympic torch had already circled the island of St

In Atlanta, the IOC would provide

a chauffeured car and luxury hotel

for Bridges, and the same facilities

would be offered to the secretary-

general of the St Kitts-Nevis Olym-

pic committee. The St Kitts-Nevis

party would also include a chef de mission, a team manager, a national

FUTURES-OPTIONS-FOREX

Union

Kitts. T-shirts were on sale.

anthem was played.

to split in two

Caryl Phillips sees a small nation prepare: first the T-shirt, then the team

St Kitts and Nevis, the tiny island federation in the eastern Caribbean, is one of 28 countries taking part in the Olympics for the first time. Unlike the other 27, this is likely to be St Kitts-Nevis' last Olympics as well.

But Atlanta is not St Kitts' first share of the games' spotlight. Eight years ago, in the wake of the Seoul Olympics, the twin island state attracted the attention of the world's sporting press as the home of the doctor and adviser to Ben Johnson, the sprinter stripped of his Olympic title for using drugs.

Then last Friday, as viewers throughout the Caribbean watched the coverage of the parade of nations at the opening ceremony carried by US network NBC, the realities of the Olympic games struck home again. Just as St Kitts Nevis were about to enter the stadium, before an estimated 3.5bn world television audience, NBC cut to a commercial break. The people of St Kitts-Nevis were outraged.

But four weeks ago, the truth was most people in St-Kitts-Nevis seemed unaware their country was about to participate in its first games. Alphonso Bridgewater, or Bridges, as the president of the local Olympic association is known to locals, tossed me a St Kitts Olympic T-shirt, and explained: "It's only when the team get to Atlanta that people will realise the importance of

this venture. The island federation in the Leeward Islands chain of the Caribbean, with a population of 44,000, gained independence from Britain in 1983, and since then has steadily developed a tourist industry to outstrip the traditional sugar crop as its chief money-spinner. Now, Bridges hoped entering the Olympics would put St Kitts-Nevis on the map, and boost awareness of the islands as a holiday destination and

investment opportunity.
I asked Bridges how a nation goes about sending a team to Atlanta when it has so little in the way of a sporting infrastructure. Was it true there were no athletic facilities on the islands? No viable equipment, no resident coaches, in fact no running track. (There is a cricket ground, used for St Kitts' and the rest of the West Indies' most popu-

lar sport) Bridges conceded there were problems. In fact, more problems than I realised. I had forgotten that entry to most Olympic events means beating minimum qualifying standards. Four weeks before the games, only one athlete had quali-fied, Diana Dunrod-Francis, a 490m



Greeting the world - but only during the commercial break: the St Kitts-Nevis team at the opening ceremony in Atlanta

sent a flag.

runner based in Alabama, who was expected back "home" any day. However, there would soon be national trials, in the hope that locally based athletes might achieve the qualifying times in track distances between 100 and 800 metres. People were training hard - running on the beach and around the cricket field - and Bridges and others had tried to implement a "nourishment programme" and some weight training. There was still time. The final trials were not until

the next weekend. The islands had come a long way since being accepted into the Olympic movement by the International Olympic Committee in 1993. This was not their first attempt to join but obstacles, in the form of administrative inertia, had been placed in their way. I suggested there was some fear in IOC circles that admitting too many small nations, each with its own vote, might dilute the power of the larger nations. Inevita-bly the balance of power would begin to swing toward the "Third World". Bridges smiled. Ever the diplomat, he simply said that once such nations as Palestine and the newly-independent states of the former Soviet Union had been accepted, there was an outcry to join from small nations like St Kitts-Nevis.

Once the nation was accepted by the IOC, the next step was to sort out the cranks. Suddenly, all sorts of "amateur sportsmen" discovered a bona fide affiliation to St Kitts-Nevis, which they believed gave them the right to compete under its

coach, and a physiotherapist. Denzii Douglas, the prime minister, and his deputy would put in an appear. ance for three or four days.

Bridges thought St Kitts-Nevis

might send up to eight athletes. The IOC would cover the airfare and accommodation for all participating athletes. Bridges suddenly looked more optimistic. In fact, there might be quite a contingent from St Kitts

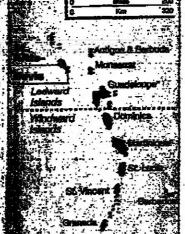
What, I wondered, would Bridges consider to be success? First, he answered confidently, for the nation to be noticed. Second, an atlastes recording a personal best person mance. Third, anybody getting beyond the first round. Finally, that this energy be translated into facilities back home, beginning with a synthetic athletics track.

It was hard to argue with him particularly on his final point. somebody in government or bust-uess was inspired to sponsor some kind of facilities for young athletes by witnessing the efforts of the St Kitts-Nevis team, then everything would be worthwhile. Unfortu-nately, the Caribbean, with the possible exception of Jamaica, has a way of neglecting its own athletic talent. Many Caribbean-born athletes proudly adopt the colours of Britain, Holland or Canada. The men's sprint finals are traditionally. full of such athletes.

But St Kitts can claim to have helped produce an Olympic champion of sorts. Ben Johnson trained in St Kitts before the 1988 Olympics, blasting his way around the cricket field. Running for Canada, he won a gold medal in the 100m final before. being stripped of it when his ditig test was found to contain steroids. Johnson's doctor at the time, Jamle Astaphan, is a Kittitian who still practises medicine there; he is a asant and mild-mannered man, and I've known him for many years.

In Atlanta last Friday morning I checked the Olympic Infotal computer system in the main press centre. Facts and figures on St Kitts-Nevis flashed up on the screen: "There is periodic unemployment and inadequate housing. High infant mortality and emigration rates mean population growth is slow. Ninety per cent of the popula-tion is literate." But the computer could only tell me there was "no information available at this time" on the 1996 team. A few hours later this mystery would be solved.

On Friday evening, 10 athletes from St Kitts-Nevis paraded around the Olympic stadium during the opening ceremony. Individual places had been confirmed in the



sa's 100m and 200m and the wom ea's 400m athletics races, but the part in relays. Bridges had agree ps the team being decked out in ess-eatching batik cotton and blaz-less in the hope that they might affract the attention of the televi-

sion cameras. They didn't. after the ceremony I asked a seemingly happy Bridges how he left as the team entered the stafrom. "It was akin to the lowering of the Union Jack during the independence ceremonies in 1983. We came of age," he said. "Sport can achieve more unity than politics or economics, and in many ways being a member of the IOC is as importeint as being a member of the

Sadly, after these games, the process of application to join the IOC may have to begin anew. Nevis, with a total population of just over 9,000, has in the past month begun legal action to secede from St Kitts. These games may be witnessing the first and last St Kitts-Nevis Olympic team. The nation "comes of age" even as it prepares to rend itself into two pieces. But relaxed and happy in humid Atlanta, Bridges has completed his goal. St Kitts-Nevis are at the games, and Bridges remains unconcerned that soon after he returns home he will be losing his other job, as head of the local Peacs Corps, the US government-sponsored aid agency, which is pulling out of St Kitts at the end of the year. "Til worry about that when I get home. Right now, we've got work to do."

ATLANTA DIGEST

First US medal given away

The first US medal of the Games was given away within minutes of its receipt on Saturday. The US women's swimming captain, Angel Martino, gave her bronze medal from the 100m freestyle to her friend, 20-year-old. Trisha Henry, undergoing chemotherapy for cancer of the ureter.

Martino's swimming career has been clouded by controversy. Testing positive for anabolic steroids after setting two national records in the 1968 US Olympic trials, she was suspended for 13 months and had her records Peter Aspdan

Longo - at long last

The grand dame of cycling, Jeannie Longo of France, finally broke her Olympic jinx yesterday to win gold in the women's road race. Longo, 10 times world champion but denied an Olympic title by fate at three previous Games, dug deep to break clear of her two challengers - Imelda Chiappa of Italy and Canadian Clara Rughes - on the last of eight laps of the 13km circuit and finish the 104km course in 236.13.

... and pass the ammunition

Russian soldier Olga Klochneva called on divine inspiration to depose compatriot Marina Logvinenko and win the women's 10-metre air pistol gold with an Olympic record score of 490.1 points yesterday. Asked how she managed to keep her nerve, Klochneva said: Christian. I believe in God. I think he helped me to win."



Women's 100m bresstatroke qualifiers: 1 Penelope Hayns (South Africa) 1:07.02 (world record), 2 Amanda Beard (USA) 1:08.04, 3 Agnes Kovacs (Hungary) 1:09.05, 4 Samantha Riley (Australia) 1:09.37, 5 Vers Lis-chka (Austria) 1:09.68, 6 Guylaine Cloutier (Canada) 1:09.72, 7 Svitlana Bon-darenko (Ukraine) 1:09.79, 8 Brigitte Becue (Belgium) 1:09.83

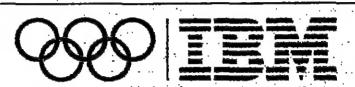
Water-polo: Hungary 9, Germany 8; Yugoslavia 9, Russia 9.

edo half-heavyweight: Second round: M. Feroandes (Brazil) beat Alejandro Bender (Argentina); S. Chakimov (Kazakhstan) beat N. Oere-waqa (Fiji); A. Felicite (Mauritius) beat Willan Bouza (Uruguay); Keith Morgan (Canada) beat Arturo Gutierrez (Mexico); Pawel Nastula (Poland) beat Antal Kovacs (Hungary); Gigi Guido (Italy) beat Khairoullo; Angel Sanchez Armentero (Cuba) beat Yvan Radu (Romania); Pedro Soares (Portugal) beat Detlef Knorrek (Germany).

Third round: Fernandes best Chakimov; Falicite best Morgan; Nastula beat Guido; Soares beat Sanchez Armentero.

Women's 10-metre air platol final: 1 Olga Klochneva (Russia) 490.1; 2 Marina Logvinenko (Russia) 488.5; 3. Mariya Gruzdeva (Bulgaria) 488.5 Women's cycling road race: 1 Jeannie Longo (France) 2:36:13; 2 Imelda Chiappa (Italy) 2:36:28; Clara Hughes (Canada) 2:36:44.

Mon's 4x200m freestyle relayHeat 1: 1 Great Britain 7:21.92, 2 Germany 7:22.17, 3 Brazil 7:28.82, 4 Venezuela 7:32.63, 5 Croatie 7:43.69 Heat 2: 1 Italy 7:22.69, 2 Australia 7:23.24, 3 New Zealand 7:24.85, 4 Usbekistan 7:40.60, 5 Ecuador 7:54.37, 6 Kyrgyzstan 8:00.00 Heat 3: 1 US 7:18:28, 2 Sweden 7:20:61, 3 France 7:22:98, 4 Netherlands 7:23:39, 5 South Korea 7:45.98, 6 Singapore 7:54.19.



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The Financial Times plans to publish a Survey on

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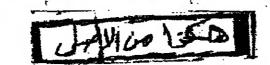
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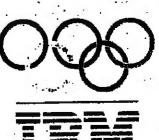




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BSkyB may avoid monopoly test

The Office of Fair Trading is expected to announce this week that it has decided not to refer British Sky Broadcasting, the satellite television venture, to the Monopolies and Mergers Commission over its relationship with the cable communications industry.

The decision will be a considerable boost to BSkyB, which has been under some form of investigation by the OFT for the past 18 months.

British companies are less

aware of publicly funded scien-

tific research than their com-

petitors in Japan and the US. a study for the Treasury has found.

The study into the effect of

scientific research on economic

performance by academics at

Britain's Sussex University

found that publicly funded

research has had a substantial

positive impact on productivity

But it found that the compa-

nies' use of research varied

widely, and UK companies

were generally less aware of

research than competitors in

of government-funded collabo-

rative research programmes,

with a few prominent excep-

tions they do not appear to adopt as systematic an

approach to gathering intelli-

gence about scientific research

from around the world as some

of their competitors in Japan and the US," the study said.

Companies involved in the

chemicals and pharmaceutical

industries have been much bet-

ter at drawing on scientific

research than companies

involved in physics and engi-

The UK science base in the

chemicals and pharmaceutical

"Although many are aware

and growth.

other countries.

US and Japan

'utilise science

research best'

A reference would have raised considerable uncertainty for the next year or so at a time when BSkyB is preparing to invest several hundred million dollars to launch more than 200 channels of digital satellite television in the

The OFT's decision will be a blow to some sections of the cable industry, which have complained that BSkyB has been using its near-monopoly powers to their disadvantage. The industry has been split.

sectors is strong internation-

ally, the study found. By con-trast, industries such as elec-

tronics have performed less

well in the international mar-

But the study suggests that a

more important issue is that

scientific discoveries in this

Companies which place an

excessive emphasis on

short-term profits may, there-

fore, lack the patience or the

long-term investment funds

needed to implement the

The report concludes there is

a growing social trend towards

a demand for greater value for

money in scientific research.

gence of a new 'social contract'

for basic research under which

the public and government

expect more direct and specific

benefits from their invest-

ments in research," the report

It found multinational com-

panies were switching research to areas rich in scientific skills.

companies need strong

research capabilities to exploit

external research and

The report concludes that

"We are witnessing the emer-

area take a longer time reach-

ing the market place.

few weeks negotiating under-takings that BSkyB will accept. The most contentious issues have been that the cable operators have been forced to accept programme packages from

on which the channel supply is in particular, the cable industry has been furious that it gets TV channels at 60 per cent of the cost that individual consumers with satellite dishes

BSkyB, and the financial terms

Cable operators complain that by the time they add their profit margin to try to recover billions of pounds being spent on building cable networks, cable TV appears poor value

compared with satellite. The fact that the OFT is planning to announce its decision this week suggests agreement has been reached with BSkyB on the undertakings

Sky executives have been running around with wide grins on their faces," a cable

Meanwhile, the OFT is still planning to refer BSkyB's contract with the English Premier League to the Restrictive Prac regions tices Court. The Mirror Group is among those pressing for an early examination of the terms of the agreement by which the Premier League soccer clubs collectively sell their TV rights in the UK to BSkyB. The Mir-



ror is asking to see the text of

the £670m (\$1,045.2m) four-year

agreement between the League

Speaking out: among business leaders unhappy with the Emu timetable, left to right: Allen Yurko, chief executive of Siebe; Sir Colin Hope, T&N chairman; and Sir David Lees, chairman of GKN

Industry chiefs criticise single currency timeframe

Senior executives from some of Britain's leading engineering companies have spoken out against the timescale for a European single currency and Maastricht treaty conditions.

Most of the executives support the principle of economic and monetary union, but say introduction from 1999 is unre-

The Confederation of British Industry, the largest employers' lobby group, said the views reflected some weakening in support for Emu. The CBI's current stance is "to keep the issue open". In interviews with the Finan-

Orix Ireland Finance PLC

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"advanced industrial countries need their own well-developed cial Times, many engineering basic research capabilities to sustain technological developexecutives said Britain would be better off not joining a sin-

gle currency in the short term and France and Germany should also think again.

Mr Allen Yurko, the chief executive of Siebe, one of Britain's biggest engineering groups, is in favour of a single currency, but advocates a relaxation in the convergence criteria of the Maastricht

"The criteria are likely to cause a lot of [economic] mal-

Sir Colin Hope, the chairman of T&N, worried that the pressures on individual economies would lead to possibly damaging "stresses and strains" with high unemployment and a slowing down in growth.

Sir David Lees, the chairman of GKN, said he was in favour of a single currency and the

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tough convergence criteria were necessary but it would be "more sensible" to delay the start for perhaps three years. Sir Christopher Lewinton, the chairman of TL, said the proposed central bank setting horrowing rates would inevitably impact areas of fiscal and social policy which were more

Mr Bruce Farmer, the managing director of Morgan Cruci-ble said a union would make doing business "less complex" but would mean prolonged low economic activity.

properly the affair of individ-

Sir Anthony Bamford, the chairman of J. C. Bamford Excavators said he was "not in favour" of a single currency because of the "political ramifi-

Inward investors buoy

The regions of Britain most successful in attracting investment from companies based in countries outside the UK are nanaging to buck the current trend of falling manufacturing output, according to a survey published today. Manufacturing industry in

Scotland, Wales, the east Midlands and Northern Ireland has remained buoyant in spite of a national slowdown in manufacturing says Business Strategies, the economics consultancy. These regions have been among the most successful in capturing substantial inward investment by companies from outside Britain.

But the economies of the north-west, Yorkshire, Humberside and the west Midlands have been hit especially hard by the weakness of manufacturing. These regions have secured below average levels

The British government has actively pursued a policy of attracting inward investment to boost regional economies but has been criticised for the large subsidies some regional development authorities have paid to companies locating in Britain.

Mr Neil Blake, BSL's research director, said it was "very noticeable that all of the regions where manufacturing output appears to be buoyant are those which have received substantial amounts of foreign direct investment".

The exception is the north, which BSL predicts will be the slowest growing region this year in spite of sizeable inward investment. This region is suffering because of its large chemicals and metals sectors, which have been exposed to weak exports. BSL forecasts manufactur-

ing will bounce back to growth of 2.8 per cent in 1997 in line with the chancellor of the Exchequer's forecast. BSL predicts the east Mid-

lands will be the fastest growing region this year, followed by Northern Ireland and the

Brixton Estate M & G Equity law. Tst. St. Mochwen Props Temple Bar law. Tet.

WEDNESDAY July 24

III WESPRESSAN yang a... COMPANY MEETINGS: Anglian Water, Performing Aris Centre, Hinchingbrooks School, Huntingdon,

11.30 British Steel, Westminster Central Hell, Storey's Gate, Westminster, S.W., 11.00 Dec Valley Water, Packsackle, Wreden Road, Rhostyller, Westminster, Strand, O. De La Rue, Savey Hotel, Strand, W.C., 11.00

12:00 Silicit (S), Royal Society of Arts, 8, John Adam Street, W.C., 12:00 Field Group, Raddison SAS Portman Hotel, 22, Portman Square, W.C., 11:30 Neepsead, Hollday Im, Station Approach

Sw., 11.00
Premier Health, Towneley & Co, 44, Worship Street, EC., 11.00
Scottleh Power, Edinburgh Fastival Theatre, Edinburgh, 11.00
Voctetope Group, Queen Ettabeth II Conference Centre, Broad Sanchury, S.W., 11.15
Wellman, Grand Hotel, Colmore Row, Birninghern, 11.00
WT Foods, Chamber of Shipping, 12
Carthusian Street, E.C., 11.00
SCARD MEETINGS:
Finds:

ne & Little, 49, Temperley Road,

UK NEWS DIGEST

BBC chief skips W Service talks

Mr John Birt, the director-general of the BBC, has gone on a month's holiday three days before the Corporation explains its controversial plans for the reorganisation of the World Service to Mr Malcolm Rifkind, the foreign secretary.
Instead Sir Christopher Bland, the chairman of the BBC. is

expected to be accompanied at Wednesday's meeting by Mr Bob Phillis, the deputy director of the BBC and Mr Sam Younger, the managing director of the World Service. The Foreign Office pays around £175m (\$273m) a year for the World Service, which broadcasts in English to the rest of the world, provides services in 42 other languages and monitors

The BBC said yesterday it had never been envisaged that Mr Birt would attend but critics may still regard it as odd that Mr Birt will not defend the plans which he claimed authorship of and have led to the most bitter dispute over BBC management

NORTHERN IRELAND

PM to meet loyalists

Mr John Major, the UK prime minister, will today meet repre-sentatives of the political wings of the loyalist persmilitaries in a further sign of government concern about the resumption of violence in Northern Ireland.

In Belfast, the British and Irish governments will attempt to inject new momentum into the multi-party peace talks, amid fears that without an early resolution of the current proce-

dural wrangles the negotiations could peter out.

In Downing Street, Mr Major is due to hold talks with Mr David Ervine, the spokesman for the Progressive Unionists, and will also meet Mr Gary McMichael, leader of the Ulster

SMALL BUSINESS STANDARD

Accounting reform closer

Up to a million small companies today moved a step closer to coming under a special simple accounting code following publication of reforms to cut red tape.

The new Financial Reporting Standard for Smaller Enter-prises - or "Frizzy" - could cut costs for small businesses by more than 250m (\$76m) a year. It offers to replace several hundred pages of regulations with a single standard of 65 pages for those companies classed as "small" under the Companies Act

Now the draft standard passes to the industry regulator the Accounting Standards Board - which is unched the project and has the power to turn it into a binding code. Meanwhile the government is considering altering the definition of a small company which would widen the Frizzy's impact by up to 10,000 more companies.

INWARD INVESTMENT

Samsung invests £5m

South Korea's Samsung Riectronics is to build a 55m (\$7.8m) research facility in Hampshire to test products for Europe. The centre will test products to ensure they conform to European Union electro-magnetic compatibility standards. Due to begin operation next March, it will eventually employ

ASLK - CGER IFICO USD 85,000,000 Guaranteed Floating Rate Bonds due 2000

Notice is hereby given, that in accordance with clause 6(c) of the terms and conditions of the Bonds and further to a decision of its Board of Directors dated July 15, 1996 the Issuer will redeem all of the Bonds at their principal amount together with interest accrued on August 23, 1996.

Luxembourg, July 19, 1996 Banque UCL S.A. Fiscal Agent

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Stitchting Restructured Obligations Backed by Senior Assets 2 (ROSA 2) Pursuent to the Indenture dated as of January 10, 1992, between the Perent and State Street Benk and Trust Company, as Trustee, notice is hereby given that for the Interest Accrual Period July 15, 1996 through October 14, 1996, the rates applicable to the Secured Senior Floating Rate Notes and Secured Subordinated Floating Rate Notes are 6,3375% and Rate Notes are 6.3375% and 7.0375% respectively.

of the Notes will be U.S.\$7,204.00.

BANQUE NATIONALE Programme for the issuance of Debt instruments TTL 180,088,808,080 Floating/Zero Coupen Notes due 2003 Series 71 Tranciae 1

Notice is hereby given that the rate of interest for the period from July 22nd, 1996 to Jenuary 22nd, 1997 has been fixed at 8.50 per cent per annum. The coupon amount due for this period is ITL 4,344,444 per denomination of ITL 100,000,000 and is payable on the interest payment date January 22nd, 1997.

The Fiscal Agent Bonope Hatterale de Paris (Lucesbourg) S.A.



U.S.\$75,000,000

Floating Rate Notes Due 1997 (with the right to subordinate) Notice is hereby given that the interest payable on the relevant interest Payment Date, August 16, 1996 for the period February 16, 1996 to August 16, 1996 against Coupon No. 22 in respect of U.S.\$5,000 nominal of August 16, 1996 against Coupon No. 22 in respect of U.S.\$5,000 nominal of the Notes will be U.S.\$14,08 and in respect of U.S.\$250,000 nominal

July 22, 1996, London By: Colbank, N.A. (Corporate Agency & Trust). Agent Bank

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Lesley Sumner on +44 0171 873 3308

UK COMPANIES

hasswick, Rowley Manor, Little Wighton, Beverley, East Yorkshire, 11.30 Inser Holdings, Post House Hotel, gletine Road, Northendan, Manchester, 11.30 Fulcrum law Tist, Middlethorpe Hall, Bahopthorpe Road, York, 10.30 Full Girole Inds, Dibbs Lupton, Broomheed, 117, The Headrow, Leeds,

Road, Leads, 12.00 Sterling India, Caycer House, 1, Thomas More Street, E., 12.30,

COMPANY MEETINGS:

Road, Horsford, Norwich, Norfolk, 2.30 carpetright, Amberley House, New Road, Reinham, Essex, 11.00 Chester Weter, Aqua House, 45, Boughton, Chester, 12.00 Chloride Group, Institution of Mechanical Engineers, 1, Birdcage Walk, S.W., 11.30 Earndolfar (Hotdings), Holiday Irm Maytat, Berkeley Street, Piccadily, W., 11.30 Casted Instrume for Tel. Casted Institution

11.30
Geared Income Inv Tst, Casson
Beckman, Hobson House, 155 Gover
Street, W.C., 2.30
Hill Hire, Eurowey Industrial Estate,
Wharesdale Rosed, Bractiond, 10.30
Investo English & Intl Tet, 11,
Devonshire Square, E.C., 12.00
Korea Asta Fund, KPMC, 1 Puddie Dock,
Blackfrier, E.C., 12.00 Korea Asta Fusid, ICPMG, 1 Puddin Dod Blackfriers, E.C., 12.00 Stanestay Inda, Glaziers Hatl, 9 Montague Cloek, London Bridge, S.E., 12.00 Vojetz Grusp, Copthoma Manchester, Clippers Cusy, Safford Qusy, Mencheste 11.00 1,30 OARD MEETINGS:

rwy Intil Tat. Reuters

E THURSDAY JULY 25 COMPANY MEETINGS: Applied Holographics, Credit Lyonni Laing, 5. Appoid Street, E.C., 11.00 Boots, Queen Elizabeth II. Conference

DIVIDEND & INTEREST PAYMENTS

Abbey Nati Trees, 51/6, 10.20% Grd Nos. 193 L10,000 1.10,000
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Alctiow Streamstree 6p
Bance Occurry 31-95 Bds 55 Y22,500
Bettoriers 4.35p
Berningham Mid BB FRN '98 5192,72
Enchequer 12% 98/2002 08.0
Furnishman Mid BB FRN '98 5192,72
Enchequer 12% 98/2002 08.0
Furnishman 4.555 Miss. 1987 Y435,000
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WEDNESDAY JULY 24 BI WEDNESDAY JULY 26
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Enstol Utd Prese 9p
Carrier Nickolle & Coumbis 0.15p
Carrier Nickolle & Coumbis 0.15p
Gold Fields S. Gov PF R1 45
La Fisches Storen 11.8p
Mar Wood Sank Und Var Faste Nics \$1852.50
NT & T Fis % Nics 1907 5825.0
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Redfand US Feig 71% Gold Bid 1867 1882.50
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IN THURSDAY JULY 25
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BS 3p
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CPC Int \$5.28
CP 45.015
Chester Waster 4.24p
Damia Budinoss Systems 1.08p
Debentariors 79% Un Lin 62/07
Da 74% Un Lin 2002/07 \$3.875

Lelcester City Footbell Club, Filbert Street, Lelcester, 12.00 Claysithe, Mandwille Road, Ayleebury, Bucks, 2.00 Citylster, Carrier Company, Compan Criticiley Group, Calcot Manor Hotel, Tetbury, Gloucestershire, 12.00 Pilotax Groep, Flotax Centre, 21 Conduit Street, W., 11.00 Forsign & Colonial Private Equity Tat.

Herdy Off & Gas, Plaisterers' Hall, London Wall, E.C., 11,00 Harris (Philip), Swinfen Hell Hotel, Swinfen, Lichfield, Staffordahire, 2,3

Hogs Robinson, Waldorf Histel, Aldwych, W., 3.00
Kleinwort Emerging Markets Tst, 10, Fenchurch Street, E.C., 12.30
Landon & Miltropolitim, Kleinwort Berson, 20, Fenchurch Street, E.C., 10.30
Lowndes Lambert Group Holdings,
Lowndes Lambert Group Holdings,
Lowndes Lambert House, Friery Court,
Cruched Friers, E.C., 12.00
Mattheson Lloyds key Tst, Swiss Bank
House, 1, High Timber Street, E.C. 12.00
Merchant Redail Grobp, Farmers' &
Retchers' Hell, 3 Cidit Street, E.C., 3.00
Morrison Construction Group, Belmoral
Hotel, Princes Street, Edinburgh, 11.00
Northern Foods, Grange Park Holel,
Willerby, Neer Hulf, 12.30
Phoenix Timber Group, Butterfield
Securities, 24, Chiswell Street, E.C., 11.00 Willerby, Near Hull, 12.30
Phoenix Trather Group, Butterfield
Securities, 24, Chiswell Street, E.C., 11.00
Regalian Properties, Chesterfield Hotel,
35, Cheries Street, W., 11.20
Renold, Renold House, Styal Road,
Wythershawe, Manchester, 2.30
Scape Group, Most House Hotel, Yew
Tree Drive, Blackburn, 12.00
Scottish Hydro-Electric, Stakin Dundee
Hotel, Earl Grey Pizce, Dundee, 11.00
Shanks & McEhvan Group, Glasgow
Hilton, 1, William Street, Glasgow, 11.00
TR Property Inv Tat, 3, Finsbury Avenue,
E.C., 12.00
Williamston Group, 1, Red Linn Court.

Wilmington Group, 1, Red Lion Court, E.C., 4.00 E.C., 4.00 Yorkshire Water, Harrogate Conference Centre, Kings Roed, Harrogate, 10.30 BOARD MEETINGS;

BOARD MIBE I RYGS: Firefix Bantis (Sidney C.) Creighton's Natural Marray Income Tet. Interins: Admiral Ayzahire Metal

Dee Velley Water 9,67p
De NYNg 9,67p
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SI FREDAY JULY 28
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Alled Domecq 6.44p
Argid An Corp SA R4.40
Apollo Metale 1.35p
BZM Cv Inv Tet 1.5p
BZM Cv Inv Tet 1.5p
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Burton 1.15p
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E FRENAY JULY 26 COMPANY MEETINGS: Boodt, The Square, Besing View, Besingstoke, 12.00 Waleel, 12.50 City of London PR Group, City of London Club, 18, Old Broad Street, E.C., 12.00 Bectrocomponents, Lenesborough Hotel, Hyde Park Corner, S.W., 10.00 Ferrom Holdinge, Friendly Hotel, Wolverhampton Road West, Waitell, West

Hecking Components, Lanesborugh Hobel, Hyde Park Corner, S.W., 10.00 Ferrora Holdings, Friendly Hotel, Wolverhampton Road West, Waisell, West Midzels, 12.00 Hermbro Insurance Services, 41, Tower Hil, E.C., 12.00 Howeston, Martiset, Hull, 12.00 Hyder, All Nations Centre, Sacriville Averue, Carritit, 2.00 Invesco Blue Chip Tat, 11, Devonshire Square, E.C., 12.00 Magazam Power, Michaelson Square, Kirdon Carapus, Livingstone, 12.00 National Grid, International Conference Centre, Simmighton, 11.00 National Power, Hillon Hotel, 22, Park Lane, W., 11.30 Northain, Northain House, 14-19, Boutton Road, Reading, Berlestine, 11.00 Portsmouth & Sanderland Newspapers, News Centre, Hilse, Portsmouth, Hampstrine, 12.30 Southern Electric, Pools Arts Centre, Kingland Road, Poole, Derset, 11.30 United Utilities, GMSC, Windson Hall, Manchester, 10.30 Manchester, 10:30 Waddington (John), Trinky House, Tower Hill, E.C., 11:00 BOARD MEETINGS: Angerson Bectric & General Jersey Phoenix Tat.

Company meetings are ennuit general meetings unless otherwise stated. Please note: Reports and accounts are not normally available until approximate aix weeks wher the board meeting to

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Janus Porter 4.6p
Janus Porter 4.6p
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Locker (f) 0.6p
London Sociales Bank 0.86p
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COMPANIES & MARKETS

© THE FINANCIAL TIMES LIMITED 1996

LEGAL DEFINITIONS

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Rowe & Maw

LAWYERS FOR BUSINESS

INSIDE

Metallgesellschaft

Metallgesellschaft, the

German industrial and

trading company that

from an out-of-court settlement of hitter legal

chairman, Mr Heinz

should admit clear

Page 21

nearly collapsed in 1994,

disputes with its former

Schimmelbusch, saying he

responsibility for the crisis.

backed off at the weekend

proposes \$285m **Fairfax** share deal

to meet loyalists

examing reform closer

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A STATE OF THE STA

Mr Conrad Black's Hollinger International newspaper group may reise as much as \$285m through securities backed by its stake in John Fairfax, the Australian pub-

Hollinger International, which is 66.5 per cent owned by Mr Black's main holding company, Toronto-based Hollinger Inc, also said it was trimming a planned international equity issue because of stock market turbulence.

The proposed Fairfax deal, disclosed in a filing to the US Securities and Exchange Commission, could lay the groundwork for the disposal of Mr Black's 24.7 per cent interest in the Australian chain, which is held through the UK's Telegraph group.

A decision is expected to

hinge on a forthcoming review of media ownership rules by the Australian government. The rules presently bar Mr Black from owning more than 25 per cent of Fairfax. Depending on the outcome of the review, he is likely either to mcrease his stake or sell.

Hollinger said in the SEC filing that the securities would be designed "to monetise its investment in Fairfax . . . while retaining the option of maintaining or increasing its indi-

rect holdings."

The scaled-back share issue is one of a number of debt and equity deals designed to replace short-term borrowings incurred in Hollinger's pending buy-out of minority share-holders in the Telegraph group and expansion of its stake in

chain from 21 to 41 per cent. Analysis and credit rating igencies have expressed concern about the impact of the Telegraph and Southam deals on Hollinger's balance sheet. Hollinger shares have

dipped from a peak of \$18% on the New York Stock Exchange in May to \$10. They gained 25 cents on Friday. The equity issue, initially set to raise about \$425m, has been reduced from a minimum of 18m common shares and 21.5m convertible preferred shares to 10m and 15m respectively.

Hollinger did not elaborate on how it planned to monetise the Fairfax stake.

One widely used instrument is a debenture that allows repayment in cash or shares,

Monday July 22 1996

By William Dawkins in Tokyo

Mr Taizo Nishimuro, the new president of Toshiba, Japan's second largest integrated electronics company, is planning to seek international alliances

Mr Nishimuro, in his first interview with a foreign newspaper since taking office last month, said he had launched a review of the group's operations, with the aim of

semiconductor technology, integrated systems (advanced microchips), visual communi-cations and power generation, its core businesses.

"The technology and the businesses which we are engaged in are getting more complex. In these circumstances, if we try to do everything by ourselves, we are making a mistake. We would rather concentrate on businesses where we can claim to have something to contribute,"

sector but wherever we feel it is better, not only with large,

but also small enterprises". The group already has joint ventures with Motorola of the US in semiconductors, Time Warner of the US in cable television, IBM in visual displays

international alliances in ing that they would be carried "potentially every business out in a "quiet and patient"

Mr Nishimuro's appointment has been widely seen among other Japanese companies as a working in semiconductors and consumer electronics, rather than engineering, as

the three years to 1994, since when they have bounced back,

to March, helped by strong demand for semiconductors, on a 7 per cent increase in group sales to Y5,120bn. But the company faces a sudden sharp drop in demand for semiconductors and fierce competi-

tion in multimedia. However, Mr Nishimuro expects Toshiba's information technology, communications systems and semiconductors division to grow faster than its engineering interests over the

ital video disc player, widely tipped to be the most important consumer electronics product of the 1990s.

He predicted that the electronics businesses would account for 65 per cent of total sales in 10 years' time, up from 54 per cent last year. Of the remainder, 22 per cent was in heavy electrical apparatus, such as power generation equipment, and consumer Fresh outlook at the top,

Digital Domain

Digital Domain, one of the largest of Hollywood's new breed of digital entertainment companies, is considering making a public share offering to finance its expansion into film

Lucas Industries, the UK automotive components group, appeared confident of completing its planned 23.2bn (\$5bn) merger with Varity Corporation of the moving equipment and might mount a hostile bid for Varity, Page 20

Efficient market theory suggests stock picking should not work over the long run, although studies have shown that anomalies do persist. While some systems have produced brilliant results when back-tested over previous years, they seem to break down when hard cash is invested. Better luck will be needed for a new investment trust which is based on a theory of earnings momentum

According to Mr Graham Catterwell, head of equities at Deutsche Morgan Grenfell: "Thailand's a manic-depressive market when it's down it's the end of the world and everything's going to zero And when it's up nothing can go wrong." Unfortunately, this year the mood is down.

Hollinger Toshiba to extend international alliances

or closures where the group cannot compete effectively

focusing more sharply on basic

Toshiba would seek new

and Thomson Multimedia of France in video cassette recorders, among others. Where alliances proved unsuitable, there would be clo-

sures, though Mr Nishimuro declined to specify, beyond say-

mark of change at Toshiba. He has spent most of his career

have most previous Toshiba Group net profits declined in

production, Page 21 Lucas Industries

US, despite suggestions that Caterpillar, the US earth Global Investor

Emerging Markets

The two groups' shares start trading separately next month amid less noise about a bid for the music side Thorn and EMI prepare to dance to different tunes

porate history will close today when Sir Colin Southgate announces the valedictory set of results of Thorn EMI, together with for-

mal proposals for its demerger. The stock market will be interested less in what Sir Colin says - most of the demerger details are known and few analysts have bothered to estimate quarterly figwas - than in the outlook for the Thorn retail chains and EMI music group as independent entities. On Friday the group's shares closed at £17.85, a market value of £7.47bn (\$11.6bm).

The immediate concern for Thorn EMI's investors will be the value of the two companies' shares when they start trading separately next month. Yet the subtext to the demerger is whether it will, as the culators hope, trigger a bid speculate for RML Thorn, a series of household

rental and retail chains including Rent-A-Center in the US and the UK's Radio Rentals, has most to gain from the demerger. Overshadowed by the bigger and more glamorous music business, it should bene-fit from focused senior management and the full attention of the investment community.

Thorn's finances improved after last year's part-sale, partclosure of Rumbelows, the troubled electrical chain. It mustered a 23 per cent increase in operating profits to £187m (£152m) in the year to March 31 on turnover down (because of

losing Rumbelows) from £1.62bm to £1.54bm. SBC Warburg, which is advising Thorn EMI, forecasts an 11 per cent rise in pre-tax profits to £190m. this year.

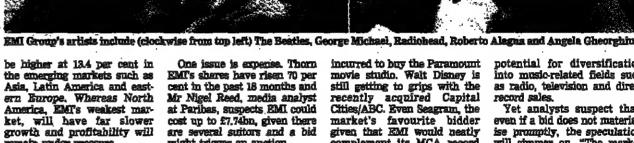
However, Thorn's international breadth and its idiosyncratic mix of retail and rental activities make it difficult to value. The middle of the range of share prices forecast by analysts is 440p, putting Thorn at a slight discount to the retail sector and valuing it at £1.9hn. EMTs valuation is more

straightforward. As the fourth largest of the hig five companies that dominate the \$40bn (£26bn) music market and the owner of the world's biggest music publisher as well as the HMV chain of record shops, it should command a healthy premium, as does the closest comparable company, Poly-Gram. Mr Steve Winram, media analyst at BZW Securities, expects its shares to start trading at about £13.50, valuing

RMI at around £5.8bn. The company's prospects seem bright. RMI raised pre-tax profits 25 per cent to £425m. (£341m) in the year to March 31, on revenue 23 per cent higher at 22.71bm (22.19bm). Older, the George Michael album, is selling well and the new Beatles release is expected

to be a hit this autumn.

Over the longer term, EMI is well placed to benefit from the 7.5 per cent annual compound growth forecast for the music market over the next five years by Music Business International magazine. Growth will



remain under pressure. Yet EMTs outlook is still coloured by bid speculation. A year ago the prospect of a North American entertainment group snapping up the last of the big five record companies to remain in private hands was considered a near certainty. but now the odds are longer.

One issue is expense. Thorn EMI's shares have risen 70 per cent in the past 18 months and Mr Nigel Reed, media analyst at Paribas, suspects EMI could cost up to £7.74bn, given there are several suitors and a bid might trigger an auction.

Another consideration is that the likely bidders have been distracted by other issues. News Corp is concentrating on expansion in television, as illustrated by last week's \$2.5bn offer for New World Communications. Viacom is

incurred to buy the Paramount movie studio. Walt Disney is still getting to grips with the recently acquired Capital Cities/ABC. Even Seagram, the market's favourite bidder given that KMI would neatly complement its MCA record labels, is said to be wary about

after the costly MCA deal. If there is no bid, what will happen to EMI's shares? Sir Colin insists that it justifies its premium on fundamentals given the music market's growth prospects and the

entertainment investments

potential for diversification into music-related fields such as radio, television and direct record sales. Yet analysts suspect that,

even if a bid does not materialise promptly, the speculation will simmer on. "The market won't believe EMI isn't going to be bid for until it sees sworn affidavits from the head of every entertainment group, said Mr Mike Hilton, media analyst of Kleinwort Benson. 'And that will never happen."

Alice Rawsthorn

≝ Schroders

Leadership in Cross-Border M&A

GKN in exclusive deal with Fiat



Conrad Black: waiting for media ownership review

COMPANIES IN THIS ISSUE

100 ME 187

GKN, the world's leading maker of constant velocity joints for the motor industry, has signed an exclusive deal to supply parts for Fiat's new Palio world car wherever it is built around the globe.

The secret deal is the first time a carmaker has agreed to let a components company sucply crucial parts for a new model on such an international

The Palio, designed for fast-growing car markets in south

America, Asia and eastern Europe, will probably be built in at least six countries, including Brazil, Argentina, Poland

GKN declined to put a value on the deal However, Fiat has said production of the Palio, launched in Brazil earlier this year, could reach up to 1m units a year at full tilt. The agreement marks a fur-

ther step in GKN's strategy to develop its international coverage to meet the needs of carmakers as the motor industry grows more global. The UK group is expected

shortly to announce a number of other transactions to reinforce its position as a leading international components

In China, it plans to double its 25 per cent stake in Shanghai GKN Drive Shaft, a joint venture which supplies CVJs to Shanghai Volkswagen, the country's biggest carmaker. It is also expected to announce that it will start manufacturing CVJs at a new site in

northern China. Thailand, which is establishing itself as a centre for the motor industry in Asia, is also

cent of the CVJs used by the world motor industry. Although it supplies virtually all the world's big carmakers, it has recently developed a particularly close relationship with Fiat.

The Italian company has been at the forefront of the accelerating trend towards "outsourcing". Many carmakers are now contracting out important functions to suppliers in order to reduce

The Rank Organisation Pic has acquired the assets of Hard Rock Cafe America, L.P. and its affiliates The undersigned acted as exclusive financial advisor to The Rank Organisation Plc.

Schroder Wertheim & Co.

Incorporated

June 7, 1996

Eurotunnel to face French court if deadline passes

By Geoff Dyer in London and Dgvid Owen in Paris

Eurotunnel's fate will be in the hands of the president of the French commercial court if it fails to agree an outline refinancing plan with its banks by the end of this month.

Negotiators believe the court is likely to ask for a continua-However, the court does The two sides will continue

their negotiations this week to try to break the deadlock before the end of the month. The talks, which have made progress in recent weeks, are believed to centre around the sizes of a debt-for-equity swap and a convertible bond issue In February, the commercial

- Mr Robert Badinter and Lord Wakeham - to assist the negotiations, which began in September when Eurotunnel halted interest payments on £8.4hm (\$13.1bn) of debt.

However, the mandate of the two mediators, who last week presented their report on progress in the talks to the French court, runs out on July 31. At the group's annual meeting last month, Mr Patrick Ponsolle, co-chairman, said that if the company did not reach an outline refinancing

agreement by the end of July, we will never get there ... [and] we will have to hear the consequences". Lawyers said that if the president of the court believed an agreement was in sight he would probably ask for further informal arbitration, either by

extending the mandate of the mediators or by asking different independent advisers to assist the talks. However, the court would have the power to begin redres-

sement judiciaire, a court-based reorganisation procedure which lawyers say could lead to Eurotumel being put into administration in the UK.

Bankers involved in the negotiations said they thought the process."

Adacte, the Association for the Defence of Eurotumel Shareholders, acknowledged that the company could be put into administration if the deadline was not met.

ton, vice-chairman of the shareholders' organisation, said: "We do not expect a bankruptcy. We still have some time left."

on the company's future would not be made until the autumn. Eurotunnel refused to com-

Avala Corp Baan Company Bank of Scotlan

tion of some form of nonbinding arbitration between Eurotunnel and its 225 banks. have the option of beginning formal pre-insolvency procedures for the Anglo-French operator of the Channel tunnel if no agreement is in sight.

the court would request further mediation if there was no agreement by the end of the month. However, one negotiator said: "The problem is that no one person is in charge of

However, Mr Joseph Gouran-

He thought a final decision

Carlsberg Cheung Kong Costain Digital Domain **Euroturne** Fiet GEC

Lucas confident of completing Varity merger | Three in frame

By Ross Tieman and John

Lucas Industries last night appeared confident of completing its planned \$3.2bn (\$4.99bn) merger with Varity Corporation of the US, in spite of suggestions that Caterpillar. the US earth moving equipment and diesel engine manufacturer, might bid for Varity. Caterpillar, which has been aggressively expanding its die-

in bid

activity

UK bid activity increased by

nearly 50 per cent in the year to March 31, reaching its high-

est level since the end of the

According to the Takeover

Panel's annual report, there

were more takeover or merger proposals published in 1995-96

than in any of the previous six

Some 156 takeover or

merger proposals were pubished, up from 108. Of these,

151 (106) issued formal docu-

Of the formal offers, 37 were

not recommended initially and

82 of these remained hostile. Of the unrecommended bids,

The panel consulted on a

did not lead to published pro-

posals, were waived in cases involving very few shareholders, or involved controlling

The high level of activity

helped the panel more than

double its surplus after inter-

est and tax to £2.02m

(2900,096), on income of

£5.49m (£4.6m). The accumu-

The contract note levy will

be cut from £1 to 25p per transaction from February 1.

Readicut moves

Readicut International, the

household textiles, carpeting

and yarn company, is moving

Readicut will pay £22.2m for

the share capital of the spe-

cialist supplier to the wall-

coverings industry, and assume £6.6m of bank debt.

£12m paid to Mr Alan Farrow

and Mr Ian Knighton, the sole

directors and shareholders. Its

into wallpaper with the purchase of Alan Farrow Group in

a deal worth £28.8m.

into wallpaper

lated surplus was £7.55m.

eight lapsed.

blocks of shares.

- associated with 145

sel engines business by acquisition, is believed to be attracted by Varity's UK-headquartered VarityPerkins diesel engines business - one of the world's biggest independent diesel engine manufacturers.

However, an alternative possibility is that Caterpillar might make an offer for the business once the Lucas Varity merger was completed. Caterpillar yesterday would neither confirm nor deny its interest.

component groups, with Varity's Mr Victor Rice at its But directors of Lucas and

desire to combine Lucas's

Kelsey-Hayes subsidiary, a

world leader in anti-lock brak-

ing systems for light trucks.

Lucas Varity would be one of

the world's top automotive

and Lucas's aerospace compobrakes business with Varity's nents business are likely to be reviewed. Some within Lucas view both as "secondary" to the core automotive component activity.

VarityPerkins' status as one of the world's biggest independent producers of diesel engines makes it an obvious user of Lucas's advanced diesel Varity have yet to discuss fuel injection systems. It builds nut by the end of the decade. partly by moving into areas such as large-capacity executive car diesels.

However, Lucas has a global network of car and truck makers for whom it develops, as well as supplies, diesel systems. Some regard VarityPerkins as a rival and may not welcome such a close associa-

The driving force for the focusing the merged group. 250,000 engines a year and and a company they have LucasVarity merger is the The future of VarityPerkins plans to double this rate of out-entrusted with their evolving engine technology.

Assuming that the merger does go through, LucasVarity will have to assess whether prospects for the \$650m turnover diesel engines business ontweigh potential difficulties with other buyers of Lucas diesel systems. A sale of VarityPerkins to Caterpillar or another US rival, Cummins, could pro-

for Westminster Press sale

Three bidders are likely to emerge before the end of this month for Westminster Press. the UK regional newspaper business which was put up for sale last month by Pearson, the

The three are understood to be Mirror Group Newspapers acting with Independent Newspapers, the Irish media group: Newsquest, a management buy-out from Reed Elsevier last year, led by Kohlberg Kra-vis Roberts, the US investment firm; and CinVen, the venture capital group. Due diligence operations started last week. Among those that have fallen by the wayside - perhaps deterred by the minimum £300m price tag - are United News and Media and the Daily

Mail and General Trust. Pearson, which also owns the Financial Times, last month appointed Lazard

Brothers to approach about half a dozen potential buyers. The Mirror Group's continu-

ing interest in regional newspapers has been reflected through its stake in Scottish Television, which is bidding £120m for Caledonian Publish ing, publisher of The Herald and Evening Times in Glas-gow. Nevertheless, MGN is believed to feel that the price being sought for Westminstor Press is on the high side.

Last year Westminster Press made operating profits of 125m on sales of £143m before exceptional charges of 25.7m for redundancies and closures. It has more than 60 titles, includ-ing the Evening Argui (Brighton) and the Oxford Times. Total circulation is more than 2.4m papers, but is in decline - in the first half of 1995 Evening Argus sales fell 8 per cent to 62,652.

Mr John Makinson, Pearson finance director, last month described the disposal as "a sensible way to free resources' to achieve better positions in the group's chosen international markets of information, education and entertainment.

Takeover bid for Leeds FC in court

A High Court judge will decide this week whether the £16.5m takeover of Leeds United Football Club by Caspian, the pub-licly-quoted media group, should be allowed to proceed.

The court today will hear a petition lodged by Mr Peter Gliman, one of Leeds' three executive directors, asking for the deal to be blocked on the grounds that it breached a prior agreement he had struck with the Yorkshire club's other two directors.

Just over a fortnight ago the two directors, Mr Leslie Silver. the former Leeds chairman, and Mr Bill Fotherby, the current chairman, accepted an 82.5p a share offer from Casplan. They rejected a higher

between the directors that each would be given first refusal on their shares in the event of an offer for the club. Each of the directors owned

Meanwhile, Conrad has revealed it is considering approaches from various clubs seeking help in securing a

Sharp rise | Goldman buys CINMan | Costain vote

Goldman Sachs, the US investment bank, is to buy CINMan, the pension fund manager for 500,000 current and former UK coal industry employees. The deal concludes a 16-month effort to sell CIN-

The sale includes a six-year management agreement cover-ing £15bn of CINMan's assets which are held in marketable securities. A further £2bn is

held in property.

The deal gives Goldman
Sachs Asset Management its anced portfolio in the UK. The firm already amploys fund managers in the UK, but they invest overseas funds in Euro-

GSAM is thought to have

GSAM, and will continue to invest the coal industry pension fund liabilities.

GSAM was among five institutions bidding for CINMan, which was originally sold for £70m to Friends Provident in December. However. the Friends Provident deal fell through within six weeks when the fund managers

The enlarged GSAM will have about \$85bn (£54.4bn) under management. The deal is part of GSAM's efforts to manage large, complex portio-lios for which it can use its global asset allocation tech-

Mr David Ford, co-chief execntive of GSAM, said he believed its ability to improve the investment performance of the coal industry pension paid between £40m and £50m funds had been as important to buy CINMan. Most of its 55 in winning the deal as the

'too close to call' of the contract, it is worth a great deal more than the

The length of the contract appealed to GSAM because it ensured it a long-term commit-GSAM now manages public employees' pensions in Japan, and is also developing mutual

Mr Ford said some of CIN-Man's asset managers might switch to Japan and other centres to manage some of the

funds locally.

Mr Neil Clarke, chairman of British Coal, said that bids had sought and received from "a number of very high quality institutions". He said Goldman Sachs' ownership would give CINMan's staff new opportuni-

Bank of Scotland awaits fate of stake this week

By George Graham, Banking Correspondent

Bank of Scotland will this week learn the fate of the 29 per cent stake which Standard Life, its largest shareholder for the last 11 years, has put up for

After two weeks of roadshows, which have coincided with some of the most turbulent stock market conditions for years, investment bankers at BZW will today begin gathering orders for the shares in the bookbuilding process.
On Wednesday, they will announce the price and tell

institutions how many of the 351m shares offered by Standard Life have been allocated. BZW conducts the exercise through a computer model which collates orders and dis-

directors and shareholders. Its sales were £44.5m and operating profit £4.5m in the year to September 30 1995.

encourage institutions to place ing for as long as I can remember. The question you have to ask is, was that premium rating created by the quality of

accurately if institutions give it a more precise idea of their appetite at a range of prices.

If you can get a real idea of the investors' demand elasticity, you have a much better chance of pricing it right," said an investment banker who has en involved in several bookbuilding exercises.

Sir Bruce Pattullo, the bank's governor, hopes the technique will help to avoid pushing the shares down. "We are quite glad Standard Life did not go for a bought deal, because by definition a

bought deal is going to be done at a discount," he said. But with conditions so volatile, some analysts believe investors will be reluctant to stick their necks out on the right price for the shares.

The bank has one of the sec-

tosh screens. "It is a well-managed bank Some investment bankers and it has had a premium rat-

that 32 per cent of the shares were locked up in the hands of Standard Life," says Mr David Poutney of Panmure Gordon. Its post-tax return on equity has averaged 13.3 per cent in the past nine years and Sir

Bruce boasts it has increased its dividend for the past 24.
Critics counter that its dividend yield is still the lowest in the sector and that other banks have caught up to its return on equity. Moreover, its loan growth has been much faster than rivals, lowering its return on weighted risk assets to just 0.88 per cent, some 40 per cent

below the sector average. Although the share price has held up well in the recent market turmoil at about 234p, many institutions are still seeking a discount of about 10

the net buying demand for months to come, so the price will go to sleep. That means that people will want it to look explicitly cheap," concluded one analyst.



By Andrew Taylor,

Today's vote by Costain shareholders on a £73.6m resone share issue, "was too close to call", Mr Alan Lovell, chief executive, said last night.

Intria, a Malaysian construc-tion company which is under-

writing a large part of the issue, is expected to be left cent of the enlarged capital Mr Lovell has said that Costain would be forced into receivership if shareholders blocked the issue.

Costain's bankers, which are also underwriting the issue, could be left with a holding of

shareholders - Kharafi, a Kuwaiti industrial conglomerate, and Raymond International, a Saudi Arabia-based construction company - object to the terms. Both companies, which each have a stake of about 19 per

However, the two largest

cent, previously have indicated to Costain that they will vote against the proposals. A number of UK institutional shareholders have said they will support the company in the absence of any other res-

Shareholders are being offered three new shares at 50p each for every one owned. The shares, suspended this month up to 35 per cent, swapping at 39p, will be relisted if the

rival bid from Conrad, the sports and leisure group, that Mr Gilman had backed.

He claims their deal breached a verbal agreement

stakes of 32.8 per cent.

At the weekend Mr Fotherby wrote to shareholders explaining that Caspian's offer was backed by the best combination of funding and management skills to allow Leeds to capitalise on its position as top English club.

ICI set to detail £400m cost cuts

Imperial Chemical Industries will this week unveil details of than 17 per cent in three months.

On Thursday, as the group announces an expected drop in interim profits, Mr Charles Miller Smith, chief executive,

how he plans to meet his

Mr Miller Smith has yet to ond-quarter earnings, with pre-provide details of the value tax profit forecasts ranging AFG's net assets are only 2800,000, partly because of this debt and partly because of a pre-acquisition dividend of increases and type of whether this will translate into a pre-acquisition dividend of increases are only 2800,000, partly because of this debt and partly because of a pre-acquisition dividend of increases are only 2800,000, partly because of this debt and partly because of a pre-acquisition dividend of increases are only 2400m cost-cutting and effi-2400m cost-c group. "All we have heard so far is very nebulous," said one analyst. "We are going to need something far more concrete."

now expect a fall of more than 30 per cent in the group's sec-

external factors, with overcapacity triggering a reversal in ICT's star business, polyester, and weak demand causing a This pressure for informa- slowdown in its other growth tion has intensified as the out- centre, the materials division.

the spotlight on to the potential of the value gap programme, which has left analysts floundering. "We are simply being asked to take the £400m on trust," said one.

ICI's Tioxide subsidiary is overhauling 15 sites, starting with Grimsby. Grimsby is investing £10m in manufacturing improvements, which it believes will cut costs by 15 per cent within 18 months.

INVEST NOTES

WORLDINVEST INCOME FUND

DECLARATION OF DIVIDEND No. 39

The Trustees of the Worldinvest income Fund are pleased to announce an interim US\$7.50 per share distribution to Shareholders in respect of the half-year period from December 29, 1995 to June 27, 1996. For holders of bearer units with accompanying coupons.

Coupon Number 39, and any previously unpresented coupons, may be presented for payment on or after August 1, 1996 to: BankAmerica Trust Company (Jersey) Limited, PO Box 120, Union House, Union Street, St. Helier,

JERSEY, JE4 8QE, Channel Islands

For holders of registered units, the dividend will be distributed in accordance with individual mandating instructions in place.

Payments will be made subject to any applicable fiscal or other regulations within fourteen days of such presentation.

Due to new legislation a new Prospectus for the Worldinvest Income Fund has been produced and will be available from September 1, 1996 at the offices of

WORLDINVEST EXCREL GLOBAL PIXED INCOME SUB-PUND.

DECLARATION OF DIVIDEND No. 7

The Trustees of the Worldinvest Excelle Fund are pleased to announce an interim £0.28 per share distribution to Shareholders of the Global Fixed Income Sub-fund in respect of the half-year period from December 29, 1995 to June 25, 1996.

The dividend will be distributed in accordance with individual mandating instructions in place and will be paid on August 1, 1996.

Semi-annual Report and Accounts for both the Worldings Income Fundance the
Worldingst Excelle Fund will be available from August 20, 1936 at the olitical of the Manager

World Invest (Managers) Tersey Limited

Monager

July 27, 1886

NOTICE TO HOLDERS OF THE 71/4 PER CENT. CONVERTIBLE SUBORDINATED BONDS 2007 OF ROYAL INSURANCE HOLDINGS PLC

NOTICE is hereby given that the scheme of arrangement dated 22nd May 1996 between Royal Insurance Holdings pic (the "Company") and the holders of the Scheme shares (as defined therein) became effective on 19th July 1996. As a result, 100% of the votes which may ordinarily be cast on a poll at a general meeting of the Company have become unconditionally vested in Royal & Sun Alliance Insurance

Group plc ("Royal Sun Alliance"). Holders of 71/4 per cent. Convertible Subordinated Bonds 2007 (the "Bonds") of the Company have the right ("conversion right") to convert their Bonds into ordinary shares of 25p each in the Company ("Royal

Under the Articles of Association of the Company as amended at the Extraordinary General Meeting of the Company held on 14th June 1996, any Royal Insurance shares issued on conversion of the Bonds will red to Royal Sun Alliance in exchange for ordinary shares of 25p each in Royal Sun Alliance ("Royal Sun Alliance shares") on the basis of 1,067 Royal Sun Alliance shares for every 1,000 Royal insurance shares so issued and so in proportion for any other number of Royal Insurance shares. Under Condition 5(b)(x) of the Bonds, the applicable conversion price for the period of 60 days from the date of this notice will be 276.5p. The conversion price applicable on exercise of conversion rights (other than during the 60 days from the date of this notice) will be 297p subject to the Terms and Conditions of

Bondholders will receive more Royal Sun Alliance shares if they exercise their conversion rights during the 60 days immediately following the date of this notice (i.e. up to and including 20th September 1996) than if they exercise their conversion rights after the expiry of the 60 day period. In addition, Bondholders who effect conversion in the period up to and including 20th September 1996 and who retain the Royal Sun Alliance shares resulting from such conversion until the relevant record date will be eligible to receive the interim dividend payable on those shares in respect of the

Holders of Bonds are referred to the document dated 22nd May 1996 addressed to them (the Bondholders' Circular"), which contains a manimous recommendation from the board of the Company that holders of Bonds should exercise their conversion rights in order to obtain the benefit of the enhanced conversion rights referred to above. The board of the Company, which has been so advised by Baring Brothers International Limited, considers this proposal to be fair and reasonable. Copies of the Bondholders' Circular, together with an appropriate form of conversion notice, can be obtained from the offices of the paying agents referred to below.

Bankers Trust Company, 1 Appold Street, Broadgate, London EC2A 2HE.

PAYING AGENTS

Bankers Trust Luxembourg SA, PO Box 807, 14 Boulevard F D Roosevelt, L-2450 Luxembourg.

Credit Suisse, Paradepletz 8, 8001 Zurich. Switzerland.

Basing Brothers International Limited, which is regulated by The Securities and Fotures Authority Limited, is acting for Royal Baring Brothers International Limited, which is regulated by The Securous and Poures Admonty Limited, is acong for Royal Insurance Holdings pic and no one clac in connection with the merger between Royal Insurance Holdings pic and Sim Alliance Group pic (the "Merger") and will not be responsible to anyone other than Royal Insurance Holdings pic for providing the protections afforded to customers of Baring Brothers International Limited or for providing advice in relation to the Merger. The new Royal Sun Alliance shares to be issued under the scheme of arrangement referred to above and pursuant to the exercise of conversion rights in respect of the Bonds have not been and will not be registered under the United States Securities Act of 1933 (as amended) nor under the securities laws of any state of the United States and may not be offered, sold or delivered, directly or indirectly, in or into the United States except pursuant to an exemption therefrom.

Schlumberger

SCHLUMBERGER 1996 SECOND QUARTER EARNINGS

New York, July 18 - Schlumberger Limited reported today that net income was \$197 million and earnings per share were \$0.80, gains of 18% and 16%, respectively, compared to second quarter 1995, For the quarter, operating revenue was \$2.15 billion, 15% above the prior year. For the first six months, operating revenue was 15% above the prior year. For the first six months, operating revenue was 15% above the same period last year while net income was up .

Chairman and Chief Executive Officer Buan Baird stated: "The continued strong growth of all our Oilfield Services product lines reflects the increasing confidence of our clients in their upstream operations and the commitments we have made to a broad range of technologies focused on improving productivity. The Measurement & Systems business had a poor quarter, mainly due to market sures arising from significant technology changes and the confusion caused by deregulation in the electricity and gas utility businesses in Europe."

Oilfield Services revenue rose 22%, while the rig count worldwide increased 7%. All product lines contributed significantly to this quarter's results, including a profitable contribution from Geco-

Measurement & Systems revenue increased 2% compared to the same period last year, with strong growth from Electronic Transactions largely being offset by lower metering revenue.

Citicorp Banking Corporation

(Isosporate is the Siste of Debutare)

Unconditionally guaranteed on a subordinated basis by CITICORPO

U.S. \$250,000,000 Guszanteed Floating Rate Subordinated Capital Notes Due July 19, 1997

Date July 10, 1997

NOTICE IS HEREBY GIVEN THAT Citicorp (as successor in interest to Citicorp Banking Corporation) has elected to redeem on August 30, 1996 (the "Redemption Date") all of the U.S. \$250,000,000 Guaranteed Flooting Rate Subcorphased Capital Notes Due July 10, 1997 issued by Citicorp Banking Corporation on July 10, 1985 and assumed by Citicorp on November 28, 1994 (the "Notes"), at a redemption price, which will become due and payable on the Redemption Date, equal to 100% of the principal amount of the Notes to be redeemed plus interest accrued to, but not including, the Redemption Date. On and after the Redemption Date, interest on the Notes will cause to accrue. The Notes are to be redeemed at the main offices of Citicorp Bank (Justimbourg) S.A. in Luxembourg, at the main office of Citicorp Bank (Switzerland) in Zurich and of the main office of Christiante Bank og Kredificasse in Oslo. The Notes, together with all interest coupons maturing subsequent to the Redemption Oslo official thereto, should be presented and surrendered at the offices set forth above on the Redemption Date.

July 22, 1996, London By: Calbork, N.A. (Corporate Agency & Trust), Hoying Agent CTTBANCO

NEWS DIGEST

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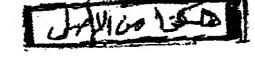
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STATE OF PERSONS



Metallgesellschaft fails to settle

COMPANIES AND FINANCE

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Blog State No.

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A ...

Metallgesellschaft, the German industrial and trading company that nearly collapsed in 1994, backed off at the weekend from an out-of-court settlement of bitter legal disputes with its former chairman, Mr Heinz Schimmelbusch, saying he should admit clear responsibilr ity for the crisis. ..

The company's supervisory board met on Saturday to try to agree the terms of a settlement, but came to no conclusion. Metallgesellschaft said the non-executive board decided the question of responsibility should be brought out · more clearly in any deal with Mr Schimmelbusch and Mr Meinhard Forster, former finance director.

The meeting was aimed at ending the legal suits between Mr Schimmelbusch and the company, Metallgesellschaft is

suing him for DM25m (\$16.8m). alleging dereliction of duty over the US oil futures trading losses that emerged in December 1993 and led to a DM3.4bn bank rescue a month later.

In turn, Mr Schimmelbusch is sning the company, Deutsche Bank, and Mr Ronaldo Schmitz, for \$10m, alleging defamation. Mr Schmitz, a director of Deutsche Bank which led the rescue operation, is head of the supervisory board.

Under an out-of-court settlement, the company would make payments to both men. agreed when they were dismissed during the crisis. These involve transitional arrangements before pension obligations come into force. The company has denied Mr Schimmelbusch would be paid up to DM5m.

Mr Schimmelbusch, who has business interests in the US and Europe, produced an 850-



Heinz Schimmelbusch: reply to charges runs to 850 pages

page document in his reply to the Metallgesellschaft charges, due to be heard in court this November. The company said this contained nothing new. deals that led to the rescue

package were carried out by US-based managers of Metallgesellschaft. In January, 1995, a special auditors' report reproached Mr Schimmelbusch for "careless actions of a high order" and said he should have exercised a special control and supervisory role.

It said his failure to do this showed "behaviour contrary to duty". The report, by auditors Wollert-Elmendorff and C&L Treuhand (part of Coopers & Lybrand) also said he and Mr Forster had neglected their duty as directors by failing to be aware of the scale of the oil losses or to initiate remedial

nction At the weekend, the company said the supervisory board still believed the two men had breached their duties to Metallgesellschaft and their obligation to exercise control. The board will not meet again

Digital Domain may seek external funds

By Alice Rewethorn

Digital Domain, one of the largest of Hollywood's new breed of digital entertainment companies, is considering mak-ing a public share offering to finance its expansion into film production_

Mr Steve Fredericks, chief Mr Steve stredericus, enier operating and financial officer of Digital Domain, said the company, which has created effects for a string of block-buster movies including Apollo 18, Internear With The Vampire and True Lies, intends to seek external capital within the next year or so.

"We haven't decided exactly what we'll do," be said. "There are various options: a public Terminotor.

offering of a small percentage of the equity, a private placing, or tapping the credit markets. But we'll do something within six to 18 months."

If Digital Domain does go public, the issue could generate as much excitement as Pixar, the US electronic film company behind Toy Story, which was valued at more than Thin after its flotation last year despite having only 200 employees and annual turn-over of \$15m.

Like Pixar, Digital Domain is a young company, but has expanded rapidly since its formation three years ago by a consortium including IBM and James Cameron, director of

The company has benefited from dramatically increased demand for computer-generated effects, which are now a standard part of most blockbuster films and can use up to \$25m of a \$75m-plus film's pro-

duction budget.
Digital Domain employs 425 people at its headquarters near Venice Beach in California. It has become one of the biggest digital effects houses alongside Industrial Light & Magic, which was founded by the Stor Wars director, George Lucas.

Mr Fredericks refused to disclose Digital Domain's turnover or profits, other than to claim it was "a number of times bigger" than Pixar. The company is working on two big budget films. The Fifth Element and Dunte's Peak, as well as on James Cameron's Titonie it also supplies effects for

commercials and pop videos, and will launch its first CD-Rom, Barbie Fashion Designer, this autumn as a 50:50 joint venture with Mattel, the US toy group.

Mr Fredericks said Digital

Domain is keen to diversify into film production. Its first project will be Aviator, which will use a new form of Toy Story's photo-realistic animation techniques. However, he said, the com-

pany will need to raise external capital to fund the move

NEWS DIGEST

Nestlé raises Osem holding to 40%

Nestlé, the Swiss food group, has raised its holding in Osem Investments to 40 per cent, giving it a controlling stake in Israel's second-largest publicly traded food manufacturer. The two companies announced yesterday that Nestle purchased an additional 20.04m shares in Osem for \$140.31m. Last week. Nestlé exercised a \$40m option to purchase 10 per cent of Osem shares, of which it already owned 4.5 per cent.

Trust, owned by the Kolber family and Charles Brontman of Canada, and from the Renaissance Fund, in which Claridge is a significant investor, Claridge purchased 38 per cent of Osem shares in 1991 from the families of two Osem foundars for \$26m. Osem went public in 1992, selling 25 per cent of its shares. Osem shares on Sunday were trading down 0.25 per cent at Shkis.18 (\$5.72), about 22 per cent below the \$7 per share Nestlé raid.

Osem, which comprises 12 production plants and five distribution centres, produces more than 1,000 items and in some categories has a market share of over 50 per cent. Reuter, Tel Apio

Wolford earnings up 34%

Wolford, the Austrian company which makes ladies' luxury tights, increased net profit in the year to April 1996 by 34 per cent to Schl66.3m (\$15.9m), comfortably ahead of the Schl50m forecast at the start of the year and notably faster growth than turnover, up 16 per cent at Schl.47bn.

Wolford, a stock market high-flyer since its shares were floated in February 1995, said turnover of its own brands - 91 per cent of sales - increased by 22 per cent. Turnover in Germany, accounting for a third of Wolford's sales, rose 20 per cent. Net profit advanced 41 per cent to Sch175.7m. Net cash flow rose by 22 per cent to Sch245m and earnings per share by 31 per cent to Sch67. The company is proposing to increase its dividend from Sch12 to Sch15 a share. William Ball, Zerich

Deutsche Bank sells CNI stake

Deutsche Bank is to sell its 33 per cent stake in CNL a telecommunications venture, to avoid a conflict of interest with its prominent role in the forthcoming share issue of Deutsche Telekom. The bank will sell the holding to Mannesmann, the German industrial company which is its

Mannesmann, the German industrial company which is its partner in the fixed network operation.

Deutsche Bank gave no details of the proposed sale, but confirmed a report in Der Spiegel, the weekly news magazine, which said it had decided on the move. This follows the recent decision of Deutsche Bahn, the state-owned German railway company, to sell a 49.5 per cent stake in DEKom, its telecoms operation, to Mannesmann.

Andrew Fisher, Frankfurt

Canadian pulp groups down

Two of Canada's biggest integrated pulp and paper groups posted lower second-quarter earnings because of weak pricing and temporary mill shutdowns to adjust inventories.

Abitibi-Price earned C\$23m, or 26 cents a share, after a C\$28m restructuring charge, down from C\$68m or 80 cents a year earlier. Sales were C\$643m, against C\$676m. First-half profit was C\$95m or C\$1.07, compared with C\$98m or C\$1.14, on sales ahead to C\$1.35bn against C\$1.28bn. Abitibi is primarily a newsprint producer in Canada and the US.

Noranda made second-quarter profits of C\$16m or 8 cents, down from C\$48m or 33 cents a year earlier. Sales edged ahead to C\$574m from C\$569m. First-half profit fell to C\$27m or 13 cents a share, against C\$104m or 72 cents, on sales marginally cents a suare, against convenient of the control of divided between papers and building materials. First-half problems were in pulp and paper, but the inventory correction has largely been completed, consumption is growing, and second-half results should be better, the company said

Exor expands in Hong Kong

Exor, the investment holding company which is part of Italy's Agnelli group, is to pay HK\$210m (US\$27m) for a 4.3 per cent stake in Li & Fung Ltd, one of Hong Kong's oldest trading companies. Describing the move as part of a strategic alliance with Exor, Mr Victor Fung, chairman of Li & Fung, said: "We will be seeking to expand Li & Fung's customer base in Europe with the support of this alliance."

The agreement marks the latest step in Exor's expansion strategy in Asia. The company, with net assets of US\$2.6bn last year, has bought stakes in Guoco Group, Danone Asia and Pirelli Cables Asia. The Italian group has agreed to vote its shares in concert with Li & Fung (1937), the family-vehicle which remains a majority shareholder in Li & Fung Lid. John Ridding, Hong Kong

largest company on the PSE. Telecom is e Despite its high pie ratio, it is even in 1996.

Rhône-Poulenc ends joint-venture talks

By David Owen in Paris

Rhône-Poulenc, the French chemicals and drugs group, appears to have suffered a fresh aethack with the termination of talks on forming a joint venture in animal feed additives with Archer Daniels Midland, the US grain and food

Rhône-Poulenc said the two groups had "decided to end negotiations for a previously announced joint venture to combine their animal feed premix businesses".

Negotiations conducted after the February signing of a letter of intent to form a 50:50 joint venture had "failed to reach an accord on significant issues surrounding completion of the transaction". Negotiations had been "terminated and the terms of the letter of intent

have expired".

Rhône-Poulenc declined to say what these "significant sues" were. Archer Daniels Midland recently reported a 36 per cent decline in net earnings for its fourth quarter ended June 30, as price increases in its raw commodity

ingredients eroded profits. Earlier this year, the two companies said they planned to combine their manufacturing and marketing assets, as well as their financial shareholdings in "certain pre-mix not disclosed.

joint ventures and companies' They said the combined business represented annual sales of nearly \$400m and that the complementary nature of the businesses would "better position the partners to participate in the future growth of the worldwide animal nutrition market".

nutritional additives, medicinal additives and trace elements manufactured for mixing in animal feeds.

In April, Rhône-Poulenc disappointed the market by announcing a 13.5 per cent decline in first-quarter net income, attributed mainly to higher interest costs and the amortisation of goodwill following last October's 21.8bn acquisition of Fisons, the UK pharmaceuticals company. On Friday, following the

announcement of the termination of talks with Archer Daniels Midland, Rhone-Poulenc shares fell 60 centimes to FFr125.40, a smaller fall in percentage terms than the bench-mark CAC-40 index.

 French municipal services conglomerate Compagnie Générale des Eaux said its Sofitam unit would sell its refrigeration equipment components operations to Carrier, a subsidiary of United Technologies of the US. Terms of the deal were

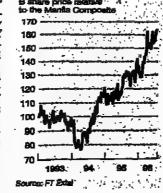
Real estate side lifts profits at Ayala Corp

Ayala Corp, the Philippines' largest diversified holding company, saw net profits surge by 53 per cent for the first half of 1996, driven mainly by unexpectedly good results at its real estate subsidiary, Ayala Land. Ayala Land, which is listed separately from its parent company, posted net profits of 2.54bn pesos (US\$97m), np 52 per cent on the same period in 1995. Its shares, which are trading at a record p/e of 45 - more than double the Philippine composite average - closed flat last Friday at 48.50 pesos.

The property company, 70 per cent owned by Ayala Corp, said higher than expected sales at its middle income housing sites and pre-selling of space at its four uncompleted high-rise office towers in the business district had contributed to the impressive earnings. Ayala Corp's overall net profits were 8.45bn pesos for the first half.
"It's difficult to find fault

with Ayala Land at the moment," said Mr Colbert Nocom, an analyst at ING Bar-ings in Manila. "It is posting bumper profits from a diversified range of low and high-end real estate projects and has managed to keep its debt: equity ratio below 20 per cent," At a market capitalisation of 185hn pesos, Ayala Land is the

B share price relative to the Mania Composite



trading at a discount of 25 per cent to its net asset value considered a good measure of a property company's value. Results at Ayala Corp's other

subsidiaries, including the Bank of the Philippine Islands (BPI), the country's third-largest bank which registered profits growth of 71 per cent to 1.55bn pesos, were also impressive. The merger later this year of CityTrust Banking Corp and BPI, which posted first-half loan growth of 44 per cent, is expected to give BPI a pre-eminent hold over the growing consumer finance sector.

Globe Telecom, a cellular and fixed land line telecoms joint venture with Singapore Telecom is expected to break IN THE HIGH COURT OF JUSTICE, CHANCERY DIVISION, COMPANIES COURT, No. 063843 of 1996

IN THE MATTER OF LUCAS INDUSTRIES PUBLIC LIMITED COMPANY

IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that by an Order dated the 12th day of July 1995 made in the above matters the Court has directed a Mosting to be convened of the holders of the Ordinary Shares (hereinafter called "Ordinary Shares") in Lucas Industries plc (hereinafter called the "Company") for the purpose of considering and, if thought fit, approving (with or without modification) a Scheme of Arrangement proposed to be made between the Company and the holders of the Scheme Shares (as defined in the said Scheme of Arrangement) and that such meeting will be held at the New Community Rooms, Great Queen Street, London WCZB 5DA on Tuesday, 13th August, 1996 at 11,00 a.m., at which place and time all holders of Ordinary Shares are requested to amend.

A copy of the said Scheme of Arrangement and a copy of the Statement required to be furnished pursuant to Section 426 of the above-to Act are incorporated in the document of which this Notice forms part.

The holders of Ordinary Shares may note in person at the said Meeting or they may appoint another person, whether a member of the 0 or not, as their Frozy to attend and vote in their stead.

or not, as their Proxy to attend and vote in their stead.

In the case of joint holders, the vote of the senior who tenders a vote whether in person or by proxy will be accepted to the exclusion of the votes of the other joint holders and for this purpose seniority will be determined by the order in which the names stand in the Register of Members of the Company in respect of the joint holding.

It is requested that forms appointing Proxies be lodged with Lloyds Bank Registrars, 54 Pershore Road South, Kings Norton, Birmingham RSO 3EP not less than 48 hours before the time appointed for the said Meeting, but if forms are not so lodged they may be handed to the Chalrman of the said Meeting.

By the said Order the Court has appointed Sir Brian Pearse or failing him, George Simpson or failing him John Grant to set as Chairman of the tail Meeting and has directed the Chairman to report the results thereof to the Court.

The said Scheme of Arrangement will be subject to the subsequent approval of the Court.

Dated 19th July, 1996

ALLEN & OVERY One New Change London EC4M 9QQ

Notice of the above-mentioned Meeting was possed to shareholders of Liscas Industries pic on 19 Copies of the said Scheme of Arrangement, form of proxy and Explanatory Statement required to be furnished of the Companies Act 1985 can be obtained from the registered office of the Compan

LUCAS INDUSTRIES PUBLIC LIMITED COMPANY NOTICE OF EXTRAORDINARY GENERAL MEETING

NOTICE IS HEREBY GIVEN that an EXTRAORDINARY GENERAL MEETING of Lucas Industries pic will be held at the New Commught Rooms, Great Queen Street, London WCZB SDA on Tuesday, 13th August, 1996 at 11.05 a.m. (or as soon thereafter as the Meeting of the holders of the Company's Ordinary Shares convened by direction of the High Court of Justice for the same date and place shall have concluded or been adjourned) for the purpose of considering and, if thought fit, pussing the following Resolution which will be proposed as a Special Resolution:

SPECIAL RESOLUTION

(A) the Transaction Agreement dated as of 31st May, 1996 between Lucus Varity pic, the Company, Varity Corporation and Varity Corporation relating to the proposed merger of the Company and Varity Corporation (with such modifications or amendments as the Direct the Company shall determine) be and is hereby approved;

(B) the Scheme of Arrangement dated 19th July, 1996 (the "Scheme") proposed to be made between the Company and the holders of the Scheme Shares (as defined in the Scheme), a point of which has been produced to this Meeting and signed for the purpose of identification by the Chairman of the Meeting, he approved;

(C) for the purpose of giving effect to the Scheme: the capital of the Company be reduced by the execution of the Scheme Shares and forthwith and contingently upon such reduction of capital taking effect, the capital of the Company be increased to its former amount by the creation of such number of new ordinary shares of 25p each as shall be equal to the number of Scheme Shares cancelled as aforesaid;

(2) the reserve arising upon the said reduction of capital be applied in paying up in full at par the ordinary states of 25p each created truant to sub-paragraph (C)(1) of this resolution, which shall be allotted and issued, credited as fully paid up to Lucas Varily pic and/or its

(D) the Directors be hereby anthorised for the purposes of Section 80 of the Companies Act 1985 to affect the allotment of the shares crusted arrawant to this Resolution provided that (i) the maximum nominal amount of shares which may be allotted hereunder is £237,500,000; (ii) this arthority shall expire on 31st December, 1996; and (iii) this anthority shall be without prejudice to any authority under the said Section 80 previously ranted and in force on the data on which this Resolution is passed; and

(E) the Articles of Association of the Company shall be emended by: (1) the adoption and inclusion of the following new Article as Article 61B:

(A) In this Article, references to the "Scheme" are to the scheme of arrangement of the Company dated 19th July, 1996 under section 425 of the Companies Act 1985, between the Company and the holders of the Scheme Shares and expressions defined in the Scheme shall have the same meaning in this Article.

have the same meaning in this Article.

(B) If any Ordinary Shares in the Company are allotted and issued to any person (a "new member") other than LucasVarity plo ("LeasVarity") or any nominee of LucasVarity on or after the date of the meeting convened pursuant to an Order of the High Court of Justice in Engined and Wales they will, if allotment and issue is prior to the close of business on the date two business days before the hearing of the petition to sanction the Scheme, be allotted and issued subject to the terms of the Scheme and shall be Scheme Shares for the purposes thereof and the new member, and any subsequent holder other than LucasVarity or any nominee of LucasVarity, shall be bound by the terms of the Scheme and, if allotment and issue is after that time, be immediately transferred to LucasVarity in consideration of and conditional on the issue to the new member of one ordinary share in LucasVarity for each Ordinary Share in the Company so transferred. The LucasVarity ordinary shares issued to the new member will be credited as fully paid and will rank equally in all respects with all LucasVarity ordinary shares in since at the time (other than as regards any dividend or other distribution payable by reference to a record date preceding the date of allotment and issue or the close of business on the date two business days before the hearing of the petition to sention the Scheme, whichever is later) and be subject to the Articles of Association of LucasVarity.

(C) The number of shares to be issued to the new member under Article 61B(B) may be adjusted by the directors in such member as the auditors may determine on any reorganisation of the share capital of the Company or of Lucas Varity effected after the close of business on the Effective Date, provided always that any fractions of an ordinary share in Lucas Varity shall be disregarded and shall be aggregated and sold for the benefit of Lucas Varity.

(D) To give effect to any such transfer required by Article 61B(B), the Company may appoint any person to execute a form of transfer on behalf of the new member in favour of Lucas varity and to agree for and on behalf of the new member to become a member of Lucas varity":

(2) the deletion of Article 89 and the renumbering of Articles 90 to 169 (inclusive) as Articles 89 to 168 (inclusive) and all cross references to

BY ORDER OF THE ROARD G. M. Norrie. Secretary

Registered office: Stratford Road Solibull BSO 4LA 19th July, 1996

Any member entitled to attend and vote at this Meeting is entitled to appoint another person (whether a member or not) at a Proxy to attend and vote on a poll. To be effective, the Form of Proxy must be deposited with Lloyds Bank Registrars, 54 Parabore Road South, Kings Norton, Birmingham B30 3EP, not later than 11.05 a.m. on 11th August, 1996.

Notice of the above-mentioned Meeting was posted to shareholders of Lucas Industries pic on 19th July, 1996.

NOTICE TO HOLDERS OF Atari Corporation 5 1/4% Convertible Suberdinated Debentures Due April 29, 2002

CUSIP No. 046515 AAO

Pursuant to the Amended

and Restated Agreement and Plan of Reorganization, dated as of April 8, 1996 (the "Reorganitation Agreement") between Atari Corporation, a Nevada corporation ("Atari"), and JT Storage, Inc., a Delaware corporation ("JTS"), Atari will be merged with and into JTS (the "Merger") or or about July 30, 1996 upon with and into JTS (the "Menger") on or about July 30, 1996 upon approval of the respective stockholders of Atari and JTS at meetings to be held on July 30, 1996. Pursuant to the Reorganization Agreement, each outstanding share of Atari Common Stock, \$0.01 per value, will be converted into one share of JTS Common Stock, \$0.00001 per value. Upon consummation of the mation of the

Upon consummation of the Merger, JTS will enter into a supplemental indenture (the "Supplemental Indenture") with Bankers Trust Company (the "Trustee") under and pursuant to the terms of the Indenture governing the Debentures (the "In-denture") to provide that JTS will assume all of the covenants, agreements and obligations of Ataniunder the Indenture. There will be no change to the Conver-sion Price under the Indenture as a result of the Merger. This Notice is being sent to

you pursuant to Section 10.14 of the indenture. NO ACTION IS NECESSARY OR REQUIRED ON YOUR PART WITE RE-SPECT TO THE MERGER OR THE SUPPLEMENTAL IN-DENTURE. If you have any questions regarding this Notice, please contact Sam Tramiel at Atari, telephone (408) 328-0900.

ATARI CORPORATION By: Bankers Trest Company Dated: July 22, 1996

This notice is issued in compliance with the requirements of the London Stock Exchange Limited (the "London Stock Exchange") and appears as a matter of record only. It does not constitute an offer or invitation to any person to subscribe for or purchase any shares. Application has been made to the London Stock Exchange for the issued and to be issued ordinary shares of Lucas Varity pic to be admitted to the Official List. It is expected that dealings in the ordinary shares will commence on 6th September, 1996.

Lucas Varity plc

(incorporated in England under the Companies Act 1985, with registered number 3207774)

Introduction to the Official List in connection with the Merger of Lucas Industries plc and Varity Corporation Sponsored by

Goldman Sachs International and Lazard Brothers & Co., Limited

Share capital of Lucas Varity plc upon the Merger becoming effective

Authorised

£500,000,000 2,000,000,000 in ordinary shares of 25p each £356,645,710 1,426,582,839

not less than Nominal Number

Issued and fully paid

It was amounced on 31st May, 1996, that the boards of Lucas Industries pic and Varity Corporation had unanimously agreed the terms of a proposed merger of the two companies under a new holding company to be called Lucas Varity plc. The merger is to be effected by a scheme of arrangement under section 425 of the Companies Act 1985 in the United Kingdom and by means of a stanutory merger in the United States.

Listing particulars have been published and are available from the Company Amouncements Office, the London Stock Exchange, Old Broad Street, London EC2N 1HP, the registered office of Lucas Variry plc, 46 Park Street, London W1Y 4DJ, the offices of Allen & Overy, One New Change, London EC4M 900 and the offices of Freshfields, 65 Fleet Street, London BC4Y 1HS, on any business day during normal business hours from today until the Merger becomes effective.

Lucas Industries ple

Varity Corporation

Goldman Sachs International

Lazard Brothers & Co., Limited

Cazeneve & Co.

22nd July, 1996

Global Investor / Philip Coggan

How to pick a market winner

tock picking systems such as selecting the stocks have an easily understood appeal. If one can the previous 12 months, have where brokers have been find a set of hard and fast rules which select market winners, a lot of the anxiety can be removed from the investment

Rencient market theory suggests that such strategies should not work over the long run. If stocks are high-yielding for example, that suggests the investor is incurring higherthan-average risk. But a num-ber of studies has shown that anomalies do persist over a long period of time.

Mr Jim O'Shaughnessy, a US fund manager, conducted research showing that a portfolio of 50 stocks with the lowest price-to-sales ratios beat the market by three percentage points per annum over a 40 year period. Other strategies, also beaten the index.

But the trouble is that such systems, while producing brilliant results when back-tested over previous years, seem to break down when hard cash is invested. The O'Higgins the ory, which finds the ten highest-vielding stocks in the Dow and selects the five with the lowest share prices, has performed well in the US.

It also seemed to work in the UK (when applied to the FT 30) but the introduction of a personal equity plan based on the system seems to have coincided with one of the method's worst performance periods. Better luck will be needed

for a new investment trust from Thornton Fund Management based on a theory of upgrading earnings forecasts over the past three months. Thornton did a study dating

back to 1988 using stocks in the Hoare Govett Smaller Companies Index, and brokers' earnings forecasts supplied by IBES. The stocks covered were divided into sections: those where forecasts rose; those where they fell; and those where they were unchanged. The risers and fallers were further divided in half, based on

the size of the change.

A "rolling portfolio" was then constructed, consisting of four sub-sets. Each quarter a new sub-set would be created and then held for a year. Gratifyingly, the companies which showed the biggest increase in earnings forecasts produced

Even allowing for annual upgrades" portfolio returned 12.9 per cent per annum, well ahead of the 4.2 per cent recorded by the FT-SE Small

Cap (excluding investment

trusts) index.

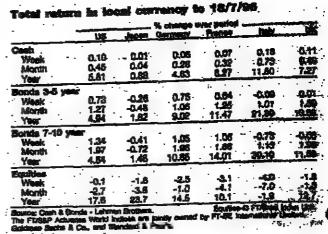
Why should this discrepancy occur? Several US studies have focused on the success of stock-picking methods which use earnings momentum. Research by Professor Jeremy Siegel at the Wharton School in Philadelphia found that even investors who bought the "Nifty Fifty" – a set of stocks in the 1970s which were bid up to stratospheric price earnings ratios on the hasis of their continued earnings growth - out-performed the index over a 25

Markets in such stocks are likely to be less efficient and it takes longer for an improved view of a commany's prospects to be reflected in its share price. The Thornton system is picking up stocks where forecasts changed anything from two weeks to three months ago. The biggest element of outperformance came in the first three months after purchase. In part, this may result from other analysts catching up in response to an upgrade by the house broker.

Another factor may be that small companies get "on a roll" with a period of success in response to a new product or management change. Similarly, when news starts to turn had for a company, it usually gets worse - the first earnings

The system is effectively a way of picking growth stocks; absolutely no valuation crite-

against the latter. The system may also tell us something about the health of the small company sector. The



number of stocks selected ris are being applied. It may have been worked well in the 1990s when recovery, or valuebased, systems have produced poor results. But there is a

cycle between value and growth, and it may soon turn

depends on the number of forecasts being upgraded. A graph of the number of

stocks selected fits remarkably well with the Small-Cap index. Or at least it did until recently, when upgrades have dropped but the Small-Cap index has kept rising, suggesting the UK stock market is due for a fall. · A footnote for those of a statistical bent who will be musing about last week's tur-

bulence in the US stock market. According to stock market historian Mr David Schwartz in 1929, 42 trading days elapsed between the peak in the US market and the Wall Street crash; in 1987, there were 38 trading days between the peak and Black Monday. The recent high in the S&P 500 occurred on May 24 today will be the 39th trading day since then, Thursday will be the 42nd Enjoy the week.

COMPANY RESURTS DUE

Ouarterly earnings expected to fall at IBM

Quarterly earnings International Business Machines were expected to decline on the back of falling mainframe prices in the US, declining profits in Europe and unfavourable exchange rates, industry analysts said.

IRM is expected to report on Thursday that second-quarter earnings per share fell to \$2.49 against \$2.97 a year earlier, according to a consensus estimate compiled by IBES from a survey of 16 analysts.

Most Wall Street analysts have cut their quarterly and full-year earnings estimates for IBM over the past month, citing rising competition in the

US which has pressured margins, and the impact of the stronger dollar in translating overseas sales.

"The tone is going to be very cautious," said Mr David Takata analyst at Gruntal, who has cut his estimate to \$2.39 a share from \$2.74 previously.

He warned that analysts believe earnings could come in even below their revised forecasts after disappointing quarterly earnings from Motorola and Texas Instruments and a profit warning from Hew-lett-Packard

AFX News, New York Exxon is expected to report

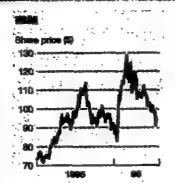
earnings per share in the second quarter of \$1.32 today, compared with \$1.80 year surlier, with improved refining margins and higher crude oil prices offset by weakness in its petrochemical business, analysts said.

The consensus estimate was provided by the IBRS tracking

whose earnings per share fore-casts ranged from \$1.19-\$1.40. AFX News, New York

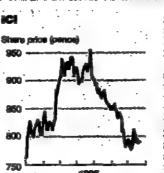
PolyGram: The world's largest music group with U2 and Elton John among its roster of artists, saw its shares falter in the run-up to last week's news that it had failed in its bid to acquire MGM, the Hollywood movie studio. The announcement of its

first-half results on Wednesday is unlikely to revive them. Analysts expect a sluggish set of figures with little change, or even a slight decline, over the net income of Fl 270m (\$161m) reported for the first six months of 1995. However, Poly-Gram's performance is expec ted to improve in the second half with SBC Warburg forecasting a 12 per cent increase in net income to F1830m for the whole of 1996.



ted to report on Thursday net profit for the second quarter declining to Fl 321m-Fl 418m compared with Fl 583m (\$364m) year earlier, analysts said. In the first quarter, Philips reported net profit from ordinary operations of Fi 377m with net profit, including extraordinary income of F1815m, of F1692m.

There were no extraordinaries in the 1995 second quar-



AFX News, Amsterdam

W Imperial Chemical Industries is expected to report a sharp drop in second-quarter earnings on Thursday. Pre-tax forecasts range from £173m to £198m (\$307m), representing £ drop of 30-40 per cent on the £289m achieved in the second quarter of last year. Falling prices for industrial chemicals and materials have been

responsible for most of this slide But it has been exacerbated by continuing problems in the US explosives division. The only area expected to show some improvement,

thanks to acquisitions and a traditional seasonal upturn, is paints. Analysts warn of further downgrades on full-year forecasts of \$800m, unless the group can convince on the feasibility of its current cost-cut-SmithKline Beecham: The

UK's second largest pharmacenticals company, should reveal first-half pre-tax profits of close to 2750m (\$1.1bm) tomorrow. That would be an improvement of almost 14 per cent on the result for the first six months of 1995 for the company's continuing businesses. Sales should rise to \$3.8hm (£3.36bn) thanks largely to growth on the company's pre-Earnings per share should

rise 10 per cent to more than 18p, with a dividend of 8p (6.4p).

E Reuters: The UK informa-tion and transaction systems group, is expected to report interim pre-tax profits of about £335m (\$519m) on Wednesday. The company, which last week launched a new generation of information systems, the 3000 series, could surprise the market with either a share buy-back or a special dividend. Returning cash to shareholders has been promised by Reuters at some stage this year. However, the company has indicated that the detailed and complex discussions it is undertaking with the inland Revenue over the structure of the move, is likley to take

British Telecommunications is expected on Thursday to post first-quarter pre-tax profits in the range £350m to £990m.

(\$1.4bn) after taking out the cost of redundancies.

The figures are essentially flat compared with last year. BT has some flexibility in how it presents its numbers but the regulator's insistence on a decision on his fair trading proposals by August 2 makes a reference to the Monopolies and Mergers Commission more likely and the group is unlikely to give bostages to fortune.

I Lex Service: The UK car dealer and contract hire group, is expected to increase interin pre-tax profits to £26.0m (\$41m) compared with £22m when it reports its half-year results on Friday, The figures will benefit from the contribution of Multipart, the commercial vehicle perts distribution business the group bought for 286m last

Analysts will watch closely to see what progress the group has made on rationalising its

This amouncement appears as a matter of record only.



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ING BARINGS

Bad timing for Commonwealth float

Fortune doesn't always favour priced at a wary A\$10.45 - with becomes the first of Australia over, heading for a sale at this government's remaining 50.4 per cent stake in Commonwealth Bank was billed as the country's largest share float. Unhappily, it hit the market in a week when the All-Ordinaries Index - taking its lead in part from Wall Street - sank

to a seven-month low. Under the circumstances, both the government and its advisers made the best of a dif-ficult job. The issue's partly-paid structure, which required investors to pay a portion in July and the remainder in November, coupled with the entitlement to full cash dividends in the meantime, was always designed to attract

So it proved. Strong interest from foreign-based yield funds and small local investors

The caution proved justified.

On Monday morning, the partly-paid shares (officially called installment receipts") did their best to rally, beyond the A\$6 issue price. But progress was shortlived and they ended the day unchanged. On Tuesday, they sank to as little as A\$5.74 at one stage, leaving some disgrantled investors. Only on Friday did a decent premium emerge with the receipts jumping 13 cents, to A\$6.14. Even so, this was well below some brokers' initial hopes, pitched at about A\$6.30.

This rollercoaster ride might have prompted other potential issuers to rethink listing plans. Not National Mutual, the country's second largest life insurer. The company set Octo-ber 8 as the date for launching its shares on the stock market, even as Wall Street's woes were at their worst.

The October listing date will ensure that National Mutual

though Colonial Mutual is ploughing down the same track and even the AMP Society is considering the option with its market value esti-

mared at about Ason.
Mr Geoff Tomlinson,
National Mutual's managing
director, justified this apparent boldness by the structure of the offer, saying "I don't see us as a standard IPO". Just over half the shares will be taken by France's Axa which injected capital into National Mutual last year, and the rest will be allocated to policyholders. But if they do not actively select this share alternative, the stock to which they were enti-tled will be pooled and sold to outside investors, and they will get cash instead.

With this process taking almost three months - policyholder letters start to go out ket gyration was almost cer-tain to be encountered. More-

the brave. The A\$4bn (\$3.1bn) A\$6 due at the outset, and the large life offices to complete a stage saves a possible clash with Colonial Mutual in early 1997, and any risk of colliding with the A\$86n pertial privatisation of Telstra, the telecommunications group owned by the federal government.

set to have a fairly active new issues market, many of the likely issues are modest in size. The exception will be Optus Communications, the country's second significant telecoms group, currently owned by a Australia's Mayne Nickless, the UK's Cable & Wireless, and BellSouth of the US.

Optus is forecast to attract a valuation of A\$4bn-plus, but is likely to be constrained. Mayne Nickless will sell its 25 per cent stake, although a large part of this will be shareholders. Most of the other shareholders appear reluctant to give up large blocks of

FT/S&P ACTUARIES WORLD INDICES

	s sicus	POLING			LOCAL	LOCAL 76	Gross	US	Pound			Local		,	Year
	dar timos	Storting	Yen	DM		y chg from	Utv.	Dollar.	Starting	Yen	DM '	Currency !	to	Di samuela i	
of stock in	ex 29/12/9	5 Index	index	Index	· Index	29/12/95	Yield	âncies	index	Index.	index.	Index	≈ week≀ High		
Australia (80)	50 2.9	187.30	133.76	151.29	184.39	-32	4.40	191.86	40004						(achio)
Austria (24)178		171.38	122.39	138.43	138.36		2.08	179.18	186,04	131.52	148.79	161.22		175.72	175.20
Beigken (27)210		202.07	144.30	163.22	159.44	50	4.18	209.34	171.68	123.11	138.96	138,89	198.62	169,11	107,13
Brazii (28)181		174.05	124.29	140.50	335.04		1.93	176.52		143.83	182.35	158.64	216.81	186.06	198,22
Carrecia (120)156		152,00	108.55	122,78	167.03		2.28	158.69		121.29	136.90	327.17	189.70	123.97	138.22
Denmark (30)909		296.36	211.84	239.38	241.49	10.9	1.90	306.19		109.03	123.07	157.21	165,12	134.14	147.21
Fireend (23)192		184.12	131.48	148.72	182.30	7.0	2.74	181.08	293.70 183.29	210,37	237.45	. 239.58	302.34	275.89	261.60
France (96)190	59 6.2	182,60	130.40	147.49	150.73	9.5	3.20	191.17	183.38	131.29	148.19	182,03	276.11	171.73	
Gentrally (50)173		165,84	11E43	133.05	133.05	10.0	1.85	171.82	164.82	131.35	148.25	151.58	198.39	167.70	187.41
Hong Kong (58)		404.03	208.58	326.35	418.82	8.6	3.41	41B.45	399.47	118.08	133.25	133.25	174,35	186,66	163,53
Indonesia (27)305		197.32	140.91	139.39	294,48	-	1.85	205.05		286.13	322.98	413.67	451,19	348.85	269,77
Ireland (16)274	96 7.6	263,43	188.12	212,78	241.26	7.4	3,56	271.91	196.99 250.82	140.80	159.02	292.91	-	_	
liziy (56)	A4 - 5.4	75.15	53.67	60.70	88.67	1.5	2.50	78.35	75.16	280.52	210.87	239.42	290.82	235,88	259.91
Japan (481)150	84 -28	144.32	103,08	118.57	103.06	2.0	-0.74	150.71	144.56	53.83	80.76	88.66	84.53	\$7.22	76.43
Melsysis (107)557	81 15.0	534.40	361.63	431.86	HB4.85	12.7	1.86	55B.41		103.55	116,88	103,55	164,68	137.75	150.48
Mexico (18)1167		1118.04	798.49	903.08	9712.43	11.3	1.37	1181.18	533.73	382.30	431.50	533.70	585.03	425.77	- 547.01
Netherland (19)289	50 6.3	277,82	198.40	224.41	220.92		3.26	287.48		797.82	200.51	. 9717.95	1325.65	791.99	1163.38
New Zealand (15)80		77.26	85.1B	62.41	61.77	-4.5	4.39	79.04	275,78	187.52	. 222.95	219.55	259.50	245.79	758.72
Norway (35)250		240.27	171.58	194.08	217.09		2.08		75.82	54,31	61.30	60.89	.84.71	75.94	89.00
Philopines (22)211	43 -	202.58	744.85	183.67	275.01		0.55	247,94	237.83	170.35	192.28	216.08	258.84	222.24	
Singapore (44)600		388.65	273.BB	300,80	261.55	-15	1.48	209,56	201.01	143.98	162.51	273.45	_		
South Africe (40361		336.53	240.33	271.83	337.05	9.8	2.15	395.32 348.29	378.21	271.62	306.58	258.51	465.21	355.81	387.54
Spein (3?)178		170.57	121.81	137.77	189.41	11.6	3.44		332.17	237.92	269.55	332,31	437.76	339.18	
Sweden (48)345		331.14	236.48	267.48	338.28	10.5	2.52	176.42	109.23	121.23	136.82	168.60	183.85	145.15	152.65
Settzerland (37)246		335,77	168.37	190.44	185.60	10.2	1.80	341.07	327.16	234.34	264.50	335,74	560.77	280.13	285.89
Theliand (45)156		152.12	108.63	122.87	155.04	-52	2.12	244,78	234.78	168.17	189,82	184.99	252.34	191.24	202.76
United Kingdom (200)232	71 0.9	222.94	159.21	180.08	222.94	1.3	4.20	158.61	152,14	108.98	123.01	155.88	-193.65	146.74	172,16
USA (627)250	85 2.4	248.25	177.78	201.09	259.85	3.4	2.27	231.33	221.89		179,40	221.89	237.48	216.52	
				201703	20,00	- 4/4	221	261,56	251,18	179.91	203.07	281,86	278.47	224.83	
Americas (792)237		227,92	18277	184.10	200.08	3.0	2.25	239,54	229,78	164.58	106.77				
Europe (709)209		200,41	143.12	161,88	180.57	8.3	3.13	208.04	199.56	142.94	185.77 181.34	201.42	252.43	206.37	206.37
Nordic (196)		267,30	205.17	232.U	256.79	` 9.8	2.40	296.41	284.32	203.66	229.87	179.99	213.30	180.33	194,22
Pacific Seein (390)		168,54	111,79	128,44	114.04	2.4	1.20	183.06	158.41	112.04		254.99	305.01	261.13	274,73
Euro-Pacific (1589)182		174,71	124,77	141.12	139.23	- 42	2.12	181.89	174.20	124.63	125.48 140.90	174,18	177.01		160,00
North America (747)263		243,06	173.58	190.33	253.05	3.6	2.27	255.57	245.15	175.60		139,12	190,57	166.51	174.68
Europe Ex. UK (508)191		183,17	130.81	147.95	155.58	9.1	2.56	190.18	182.43	130.67	198,20	254,92	269.52	220.03	
Pacific Ex. Japan (393)261		200.77	192.85	217.90	242.85	4.2	3.03	278.27	268.03	191.19	147,49	155.20	194.85	169.65	175,70
World Ex. US (1792)183		175.94	125.84	142.75	143.75	47	2.12	182.02	175.47	125.68	215.80	240,00	296.68	243,59	280:88
World Ex. UK (2225)204		195.02	138.81	158.25	172.55	4.4	7.98	204.83	198.48	140.73	141.85 158.85	143,67	191.55	157,30	175.63
World Ex. Japan (1945)238	13 3.9	220,14	162.62	184,28	224,48	4.8	2.81	239.30	228.67	163.79	184.87	173.11	213.05	185,61	187.66
The World lodex (2428)207.	00 23	198.31	141.69	180 18	177.17	41	2 10			100119	tou.df	224.69	247,55	212.62	213.34

19/7/96 - Month ago -

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rate rise have receded, the

Bundesbank wants to keep

The German stock market

Wall Street's volatility, but has

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conditions calm.

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The stock and bond markets are likely to stay on edge this week as investors concentrate on earnings and interest rates. This week will bring guidance on both

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So far, the quarterly results season has been dominated by hi-tech stocks such as Texas Instruments, which was disappointing, and Intel, which was the reverse. This week is expected to bring lower earnings from IBM. But there will also be a broader sweep of results by sector than last week, from chemicals to

consumer goods. Chemical groups at the commodity end of the ss, such as Dow and Union Carbide, will probably show earnings declines. Others, such as Monsanto, may be ahead. Big consumer groups such as PepsiCo, Anheuser-**Busch and Colgate Palmolive** are expected to show continued earnings growth.

In the bond market, attention will be focused again on Mr Greenspan, who gives his Humphrey-Hawkins testimony to Congress on Tuesday following last week's appearance before the Senate banking committee. If that performance is any guide, both bulls and bears will go away convinced Mr Greenspan is on

Thursday brings a flurry of statistics from the real economy: durable orders for



the previous month's rise, and sales of existing homes, expected to be down.

Tuesday and Wednesday will see large Treasury auctions. If the rash of cancelled IPOs from hi-tech companies is anything to go by, this is not the best time to be offering new stock to the markets.

The equity market, finally, will wonder whether the recent correction - 6 per cent from April's peak so far, or some 350 points – has run its course. No one is counting on it.

UK investors may be hoping for a quiet week after the turmoil prompted by last week's volatility on Wall Street. The shock waves briefly took the FT-SE 100 index through the bottom of its recent 3,650-3,850 range but by the end of the week, order had ten restored.

The disagreement over the last base rate out between Mr Kenneth Clarke, chancellor of the exchequer, and Mr Eddie George, governor of the Bank of England, was revealed last

As a result, this week's batch of economic statistics will be studied closely to see if the chancellor can justify a further reduction; weakness in today's CBI industrial trends survey or in Friday's second-quarter gross domestic product numbers would strengthen the chancellor's hand.

The governor, and indeed the

gilts market, will be more concerned about the June retail sales figures, to be published on Wednesday. Trading statements from the quoted high street retailers indicate that consumers are spending again; the official

numbers have not been quite so buoyant: this could be the time when they come into line. Equity investors, while keeping a wary eye on the US market, will at least have some corporate news to keep their interest. The results season

ark yield curve (%) - Month ago . 19/7/96 0_ 5 years 20 25 FT-SE-A All-Share Index

off Boat Suby 1986 revives a bit, with figures from such leading companies as BT, ICL Lloyds Abbey Life, Lloyds TSB. Reuters, SmithKline Beecham and Thorn EMI.

100

A host of companies also hold their annual general meetings. Some startling news may be boost trading volumes, as the holiday season gets into full

needed from the boardrooms to swing and dealers, who proved to be easily distracted by Euro 96 and Wimbledon earlier in the summer, have their eyes diverted towards the Olympics.

ERAMICEURT By Aridiew Fisher With the D-Mark on the rise Benchmark yield curve (%)

and the German economy faltering, interest rate cuts are in the air again. Thursday's meeting of the Bundesbank council, the last before the summer break, could well see a return to variable rate tenders for securities repurchase (repo) deals. Thus the way could be set for further declines in the 3.3 per cent rate, which has scope to go down to 3 per cent. Expectations of such a move,

with the repo possibly easing initially to around 3.25 per cent, were nourished last week by the worsening of the Ifo economic research institute's business climate index in June and a decline in the (still high) growth rate of M3.

Thus, economists concluded that repo cuts were on the way. Inflation remains low, which is likely to be confirmed this week by provisional July inflation figures, so there are few worries on that score.

Not long ago, said J.P. Morgan, "everything pointed to a boring summer for Bundesbank watchers". But has retreated in the face of the Ifo data and slower M3 and kept a steady undertone. credit growth have changed Investors' nerves will be tested in coming weeks, though the picture. So has the renewed rise in the D-Mark which appreciated by about 1 per cent in a week in trade-weighted terms and 3 per sector start the half-yearly

cent against the dollar, With markets jittery over developments in the US, though fears of a US interest

Domestic pension funds and year-end on March 31. preventing a sharp drop in

Shares are also still uninerable to technical selling linked to arbitrage unwinding interest rates, affecting the futures market. Futures-led selling could weigh on the market amid sluggish volumes Wariness on interest rates

bond and money markets. corporate profit expectations remain positive. Wednesday sees the bank failed to ease, in spite of reporting season with results from Baverische Vereinsbank. in which Deutsche Bank has fund-raising by banks. The overnight call rate rose

Supplement Morgan

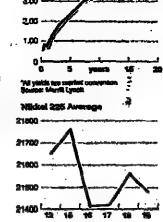
TOKYO By Emike Terezono

The stock market is expected to keep a wary eye on overseas investors, who last week took profits in the high-technology, car and steel sectors.

The plunge in US shares last week, prompted by earnings fears, led US funds to take profits on their Japanese holdings. Stocks with high foreign ownership, including Sony, the consumer electronics company, and Canon, the precision camera maker, were hit hardest.

public money are expected to provide underlying support to the Nikkei 225 around 21,406 the closing level at the fiscal share prices. However, active domestic buying is unlikely ~ due to expectations of foreign selling.

also continues to plague the Short-term interest rates bave Bank of Japan providing ample funds last week due to active



Benchmark yield curve (%)

to 0.5 per cent, level with the official discount rate at one point last week. Concern over long-term interest rates has prompted financial institutions to focus on the short end for funding

The BoJ is expected to continue to inject excess liquidity into the money markets to disnel concern over a change in monetary policy, However, a consensus is that it will implement a gradual shift in its stance after the summer. and active buying of bonds is unlikely, say traders.

Strike fears boost aluminium

down, along with the other London Metal Exchange base metals contracts, by the volstile copper market, the aluminium contract could be setting

out on its own this week. The possibility of a strike at Alcan of Canada's 272,000 tonnes a year Kitimat smelter after the expiry of the current labour contract at midnight tomorrow was already having an effect on the price of the white metal at the end of last

week. A \$12 a torme rise on Friday left the three-month delivery position up \$12 on the week at \$1,485.50 a tonne.

Alcan had sought to call in a mediator to resolve the deadlocked dispute but was prevented from doing so by union

After being dragged up and leaders, who did not want mediation to prevent them from acting on their strike mandate, which comes into operation on Wednesday.

The union said the company had made no contract offer on key issues such as wages, costof-living adjustments, pension provisions, early retirement nefits or vacation allowances, Rauters news agency reported on Friday.

Brazilian weather will be the main focus of interest in the coffee market for the next day or two. Local weather services have been forecasting that a polar air mass will bring frost in some coffee regions this morning.

"Twomperatures are expected to fall in north Parana and south-west São Paulo state to

between zero and 4°C, with the chance of frosts mainly in lowlying areas," Mr Marcos Massari, of private forecasting service Somar Meteorologia, told Reuters on Friday.

However, Weather Services, the US private forecaster doubted that any significant damage would result, ents this week mainte the publication today of the International Primary Aluminium Institute's production data for

Also today, in Washington, the US Department of Agriculture will issue its latest Agricultural Situation and Outlook summary.

In London on Thursday, the International Grains Council

publishes the July edition of

its international market report.

AMSTERDAM

The market is set for a heavy results week, with first-half fig-ures one to be released from both Philips and Polygram, writes John Pitt.

Polygram comes out first, on the 24th, and analysts have pencilled in expectations of profits of around Fl 250m. which is a slight decrease on the 1995 period.

The company's problems are directly related to the fall in music profits, but analysts feel that this has already been factored into the recent share price movement and do not foresee anything dramatic happaning to the price as a consequence.

Philips will suffer because of the problems being experi-enced in the semiconductor industry worldwide, However, the company is much more

exposed to the consumer electronics market than it is to semiconductors, and the slowdown in demand throughout Europe is bound to hit the results. The shares have been languishing during the first quarter, against a strong over-

LISBON

Last month's successful privatisation of a 22 per cent stake in Portugal Telecom has stimulated foreign demand for Portuguese equities beyond local analysts' expectations.

The market, which fell by 4.5 per cent in 1996, has risen by 20 per cent in local currency terms, and by about 15.5 per cent in dollar terms, since the start of the year, prompting some analysts to adopt a defensive view. They argue that the market can only rise more slowly until the end of the year

from non-residents is expected for the 45 per cent of Cimpor, the country's largest cement producer, which is scheduled to be privatised in October.

taken a 5 per cent stake.

as hopes fade for significant

However, strong demand

further interest rate cuts.

Its shares have traded at record highs recently on speculation over where the govern-ment would fix the price for the sell-off. Heavy trade is also expected in the state controlled Banco de Fomento e Exterior in the run up to its privatisation later in the summer.

Lehman Brothers said in a note last week that although Portugal would be better classified as a mature European economy, rather than as an emerging market, its stockmarket has outperformed emerging market benchmark indices since the start of the year. It says that the listing of prienhanced valuation and growth prospects of the market as a whole, while at the same time diversified the index and increased the free float.

in the longer term, Lehman expects Lisbon to benefit as higher domestic and foreign participation increases market liquidity and trading volumes. It says the privatisation programme has encouraged Portuguese institutions to increase equity weightings, but from a very low base. This trend will accelerate as more companies are privatised and listed.

HONG KONG

With concerns of an immediate rise in interest rates calmed by Mr Alan Greenspan, US Federal Reserve chairman, on Thursday, the Hong Kong stock market is expected to be firmer this week, writes Louise vatised companies has Lucus.

Moreover, with the benchmark Hang Seng index at 10,845.30, brokers reckon there will be room for bargain hunters to move in. However, Wall Street and the

US long bond yield will continue to provide cues for trading in the colony, and further bouts of volatility are also being forecast, especially towards the end of the month when futures contracts expire. The market is on a price earnings multiple of around

12.5 times this year's earnings and around 11 times next year's earnings, relatively cheap compared with last year's 14.2 times. investors are still wary of

China related shares, and last week Shanghai Petrochemical - one of the biggest Hong Kong-listed China companies. or H-shares - scrapped plans to issue new scrip as its share price dived.

Bundesbank speculation set to dominate the mood

Speculation that the Bundesbank might deliver a long awaited cut in the German securities repurchase (repo) rate at its meeting on Thursday, its last before the summer recess, is likely to dominate the mood on the foreign exchanges this week.

Some traders expect the Bundesbank to cut the repo rate by between 10 and 20 basis points from 3.30 per cent to

FT GUIDE TO WORLD CURRENCIES

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German cost of living figures towards the end of this week are expected to show inflationary pressures remaining sub-

dued this month. Along with data on Friday which showed M3 money sup-ply eased slightly last month, these figures should strengthen the case for a mone-

4388.60 \$1,7448 \$1,2274 4,6381 118,049 19905.7 2,4540 - 1,6588 1,1660 9,6777 4019.00 141,400

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likely to provide some support for the dollar, which anded on

a weak note last week despite reassuring comments on inflation by Mr Alan Greenspan, the Federal Reserve chairman.

The US currency slipped amid speculation of an immi-nent rise in Japanese interest rates but expectations of a German rate cut might provide higher yielding European currencies such as the Italian lira

A cut in the repo rate is and the Spanish pesets with greater support. They lost out last week

28.9847 18.1201 11.9723 220.754

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10.4132 7.8670 5.1961 100.192

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\$1,4219 \$2,5914 2153,19 2771,75 0,2573 \$23,916 0,5753 2,9380 1298,43

\$1,4131 100 9,6568

against the D-Mark as the dol-lar weekened. But a cut in German interest rates, which could signal a decline in the

D-Mark, might restore some stability to them.
Italian consumer price inflation, due today, could bolster expectations of a cut in Italian

interest rates. In the UK, a slew of economic data - including the Confederation of British Industry's quarterly survey and

retail sales figures for June -will provide the latest snapshot of economic activity.

The pound weakened last week following confirmation that the chancellor cut interest rates last month against the advice of the Bank of England and as the dollar fell.

Sterling may weaken further if investors suspect Mr Clarks will push for another rate cut in an attempt to deliver faster

0.2585 23.6679 0.8718 0.8593 1577.23 1,8385 0.4342 0.9580 1,8189 102.822 0.6718

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BIDDIER/INVESTOR	TARGET	SECTOR	VALUE	TYCHMINOC
News Corp (Australia)	New World Communications (US)	Broadcasting	\$2.5bn	Renews Fox momentum
Rewe (Germany)	Bille (Austrie)	Retailing	eit \$935m	Could be Austria's biggest
Schering (Germany)	Laires (Finland)	Pharmaceutionis	\$310m	Renews restructuring
Sema Group (UK/France)	Syntax (Italy)	Computer services	\$100m	Funded via rights
Gettinge (Sweden)	MDT Corp (US)	Healthcare equipment	\$37m	incressed tender offer
BTR (UK)	Vogt Valves (US)	Velves	\$31m	Counter to
inmet Mining/Rio Algom (Carada)	· Centromin (Peru)	Mining	\$20m	\$2,50n Investment promised
Slebe (URQ)	Controlli (Italy)	Electronic controls	\$14.6m	Cash buy
Presik (UKQ)	Unit of Kemp &	Treffic controls	\$2.2m	Scandinevian expansion
Kiroh (Germany)	Telepiu (Italy)	Broadcasting	17/8	Stake now 5796

VOPLDINYEST

WORLDINVEST INCOME FUND

DECLARATION OF DIVIDEND No. 39

The Trustees of the WorldInvest Income Fund are pleased to announce an interim US\$7.50 per share distribution to Shareholders in respect of the half-year period from December 29, 1995 to June 27, 1996.

For holders of bearer units with accompanying coupons. Coupon Number 39, and any previously unpresented coupons, may be presented for payment on or after August 1, 1996 to:

BankAmerica Trust Company (Jersey) Limited, PO Box 120, Union House, Union Street, St. Helier, JERSEY, JE4 8QE, Channel Islands

For holders of registered units, the dividend will be distributed in accordance with individual mandating instructions in place.

Payments will be made subject to any applicable fiscal or other regulations within fourteen days of such presentation. Due to new legislation a new Prospectus for the WorldInvest Income Fund has

CLOBAL RIXED INCOME SUB-FUND

DECLARATION OF DIVIDEND No. 7

The Trustees of the WorldInvest Excelle Fund are pleased to announce an interim £0.28 per share distribution to Shareholders of the Global Fixed Income Sub-fund in respect of the half-year period from December 29, 1995 to June 25, 1996

The dividend will be distributed in accordance with individual mandating instructions in place and will be paid on August 1, 1996.

This legication Account for both the Workinger prome fund and the Worldwest Excelle Fund will be available from August 20, 1996 at the offices of

July 22, 1996



A. T. MARINE

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1995

get of 18 per cent.

cent in the first five months

compared with a full-year tar-

But with the current account

deficit threatening to go beyond the record deficit of &1

per cent of GDP in 1995, and

consumer price inflation still

looking strong after last year's

5.8 per cent increase, the Bank

of Thailand delayed easing its

policy until June - after

marked signs of a slowdown.

"Basically, I've given up on earnings growth this year - it

will be no more than 8 per cent," said Mr Srivan Pietersz,

strategist with the Nomura

Research Institute in Bangkok.

But he is optimistic for the

next 12 months because he

thinks earnings will recover

with the help of a modest

decline in interest rates of up

Investors already have nig-

gling fears for the Thai econo-

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second-quarter earnings figures are released late in Thailand this year: when profits are going to be bad, companies can delay until an avalanche of

results has to hit the market. This is what happened in May, when lousy first-quarter earnings knocked the remaining wind out of an already weakened market: companies sought safety in numbers by releasing the bulk of the results over just two days.

The Thai stock market has been beaten like a gong with bad news this year: the Stock Exchange of Thailand index has fallen some 100 points, or 8 per cent, since the beginning of this year.

So no-one expects to be nicely surprised by Thai second-quarter earnings; whether they arrive in the next two weeks or - late - in August.

"They'll be pretty horrible. Earnings growth expectations have taken a beating and I think they are going to take another one," said Mr Russell Kopp, head of research at Crosby Research in Bangkok.

This is a very different tune to the one many investors were playing in January, when they looked forward to hefty flows of money from the US pushing prices skywards to the accompaniment of robust earnings.

When some US money started nibbling at Thai shares in the New Year there was a rush of optimism that after a terrible 1995 - when it had

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Do not be surprised if been the region's worst performer after Taiwan - the That market's luck had turned.

ERGING MARKETS By William Better

"The savvy boys were saying 'We're very bright and we are going to buy before the Americans pile in," said Mr Kopp. "Unfortunately, the Americans didn't buy... The excitement quickly fizzled out when, by February, it

was clear no liquidity-driven rally was in the offing. Two months later the market was hit by disastrous second-quarter results: the SET index fell below 1,800, after climbing to 1,420 from 1,289 at the beginning of the year.

in the ensuing weeks nerves about the oversupplied prop-erty market helped bring the index down to 1,250. Recently worries about second-quarter earnings have pushed it even further, to around 1,180.

Quite why so many people thought earnings would be so good this year is a mystery; at the start of the year the consensus earnings growth forecast was over 20 per cent. Many forecasts appear to

have been caught flat-footed by the length of time the central hank has kept money tight. Though the Bank of Thailand's action has been justified by the need to cool the economy, it hit business when exports were slowing in the face of declining giobal demand.

Economic growth could dip below 8 per cent this year for the first time this decade. Exports climbed only 5.9 per

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ING BARING SECURITIES EMERGING MARKETS INDICES

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my's ability to move up the technological ladder to fend off competition from low-cost exporters like China and Indonesia. Unfortunately, the market tends to focus on the pain, not the view that this is a ecessary adjustment.

The seven-party coalition of prime minister Mr Banharn Silpa-archa never promised much economic vision when it came to power 13 months ago but it could hardly have been less helpful. Since Christmas the formding chief of the Securities and Exchange Commis-sion, a deputy finance ministhe finance minister himself, and, recently, the Bank of Thailand governor,

have all been sacked. The government, and the central bank governor, allowed prominent politicians and exec utives of the country's eighth biggest bank, the Bangkok Bank of Commerce, to strip it of so much money it went bankrupt. This could cost the country US\$2bm; it has already cost the Bank of Thailand a chunk of its reputation for disinterested competence.

"The constant scandals and quarterly reshuffles are not conductive to massive rallies on the market," said one senior Thai stockbroker. The good news - for the market - is that internal rivalries are expected to cause the coalition to explode within a few months.

Some brokers now expect the sort of post-election rally that greeted Mr Chuan Leekpal, the reforming prime minister, in 1992 and hope declining interest rates and prospects of political change could tempt Thailand's important retail investors into the market.

This may be optimistic, for retail investors have been badly hurt by the forced sales of leveraged positions. Foreign investors may be needed to spring the next raily - perhaps finally persuaded to abandon the pricey American market.
If foreign funds do start pick-

ing at the \$140bn Thai market, entiment could switch around quickly. For as Mr Graham Catterwell, the head of equities at Deutsche Morgan Granfell pointed out: "Thailand's a manic-depressive market when it's down it's the end of the world and everything's going to zero. And when it's up nothing can go wrong."

Volatility gives greater impetus to hedge funds

Estimating the size of the hedge fund industry is no easy task, and the figures show wide divergences. One estimate published last week, however, dwarfs most previous guesses.

"Redge funds worldwide account for more than \$300km in actively managed assets", said Van Hedge Fund Advisors, a US investment advisory com-

Aiming to dispel what he believes to be unfounded fours, Mr George Van, chairman, also said that hedge funds offer better risk/reward potential than other investments "Investors are becoming more and more aware that

nedge funds have produced better historical returns, with less risk of loss, than have mutual funds," he said. Mr Albert Hallac, president

of fund managers Weston Capital Management, concurs: "For a given level of risk, hedge funds offer much higher returns" than other investments, he said.

This added safety, experts say, is a result of the nature of hedge funds' activities: the

positions ultimately amounts to greater diversification and less market risk.

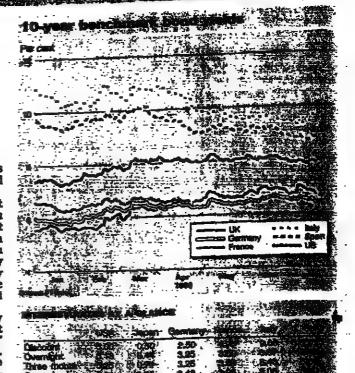
Van's study also shows that the number of hedge funds in operation has reached about 4,700, up from some 1,400 in 1986. This number has grown by around 20 per cent every year since 1988, while equity under management with the funds grew at a net annual rate of 18.5 per cent.

"Recent market volatility has prompted greater interest in the bedge fund industry," said Mr Mikhail Kimharovsky, head of research for Hedge Fund Research, a Chicagobased firm that tracks the Both Mr Hallac and Mr Van

said hedge funds are increasingly seen by investors as an alternative to mutual funds, although this attitude remains confined to the most sophisticated investors. While confirming that hedge

funds have seen significant interest in recent months, Mr Kimbarovsky feels the estimate of \$300km is excessive. There is a lot of double-

counting in the industry,



which inflates overall asset figures," he said. He puts the total assets under management for hedge funds at closer to 150bn-\$170bn.

However, Mr Van said that double-counting was elimi-nated from his survey by deducting the amounts invested in "funds of funds" funds that invest in hedge funds managed by other firms.

year. He reckons the bank will make a net profit out of its role

as lead global co-ordinator

so low; we've built up the

infrastructure as we have done

The company and its spon-sors met with a degree of scep-ticism during the roadshow,

which took in Edinburgh, Lon-

don, Singapore and Hong

Kong, partly due to the prob-lems of China's South China

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In any case, the growth of hedge funds shows no sign of slowing. The main threat to the industry, in the short term, is most likely to come from within Mr Hallac says being funds could become "victims of When a their own success ... hedge fund becomes too large, it risks becoming less dynamic and flexible", jeopardising its

Bank of America invades

Bank of America is launching itself into the equity markets, having chalked up its first underwriting transaction. Far from sticking to home ground, the San Francisco-based bank made its debut on one of China's volatile B-share markets those theoretically reserved for foreign investors but increasingly being bought by domestic

The HK\$477.9m issue, on behalf of the Guangdong Provincial Expressway Development Company, was some three times subscribed, despite being the highest priced. Behare to come to market this year and suffering from poor timing the offer coincided not only with a period of turbulence on the Chinese markets, but also with two Hong Kongbacked infrastructure issues. Mr Pang Chung-min, senior

vice-president and country manager (China) with Bank of America, conceded that usually a bank would try to start on less risky territory, but a combination of contacts and a belief in the toll road company's quality conspired to make the bank's first foray into the equity markets in Shenzhen. Mr Pang has worked on the

deal, initially for a private

Holdings, and partly to a gen-eral lack of interest in the B-share markets. While brokers estimate up to

the deal".

Pang says at least 85 per cent of this issue has gone oversees. Like most commercial banks, Bank of America started to look at opportunities in securities as a means of boosting non-interest income. While this represents the bank's debut, it has a vehicle for securities business in the US. BA Securi-ties, inherited from the merger with Security Pacific in 1992 The plan is to look for fur

the Shenzhen exchange are

held by domestic Chinese, Mr.

ther underwriting opportunities, in Asia and elsewhere. To have succeeded in a difficult time, in a foreign market, should convince people (of our provess)," said Mr Pang.

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This information appears as a matter of record only. The Securities described below have already been offered for sale.

June 1996



Offering of 10,466,851 Ordinary Bearer Shares of DM 5 per Share

Issue Price: DM 156 per Share

Joint Global Coordinators

Dresdner Bank - Kleinwort Benson

CS First Boston

International Underwriting Group

Dresdner Bank - Kieinwort Benson

Bayerische Landesbank Girozentrale

CS First Boston

Bayerische Vereinsbank

Deutsche Morgan Grenfell Enskilda Securities

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Paribas Capital Markets

Schroders

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Dillon, Read & Co. Inc. NatWest Securities Ltd.

Paine Webber Incorporated

Goldman, Sachs & Co.

The Robinson-Humphrey Company Inc.

Smith Barney Inc.

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Luxembourg, July 21, 1996

To Advertise 🦼 Your Legal Notices Please contact Melanie Miles on Tel: 444 0171 873 3308 axe 444 0171 873 3064

The Bourd of Directo

ABN AMRO interest Growth Fund lifté d'Investissement à Capital Variat 4, rue Jeen Monnet L-9180 Luz I saw Austrual General Meeting of Shareholders of ABN AMFIC Interest Growth Fund (SICAM) will be held on Friday, August 18, 1996 at 14.00 hours at the critics of the SICAM, 4, rue Jean Monnet, Lucembourg-Kirchibery for the purpose of considering agenda:

1. Copyright Report of the Board of Directors on the financial year 1995/96 Adoption of the Financial Stat Discharge of the Board of Directors and the Manager of the SICAV for the

ent of Mr. Reinout P. van Lannep and Mr. Ottmar Ruell an directors of nent of Ernst & Young S.A. as Auditor of the SICAV for a period of one Other bush

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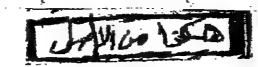
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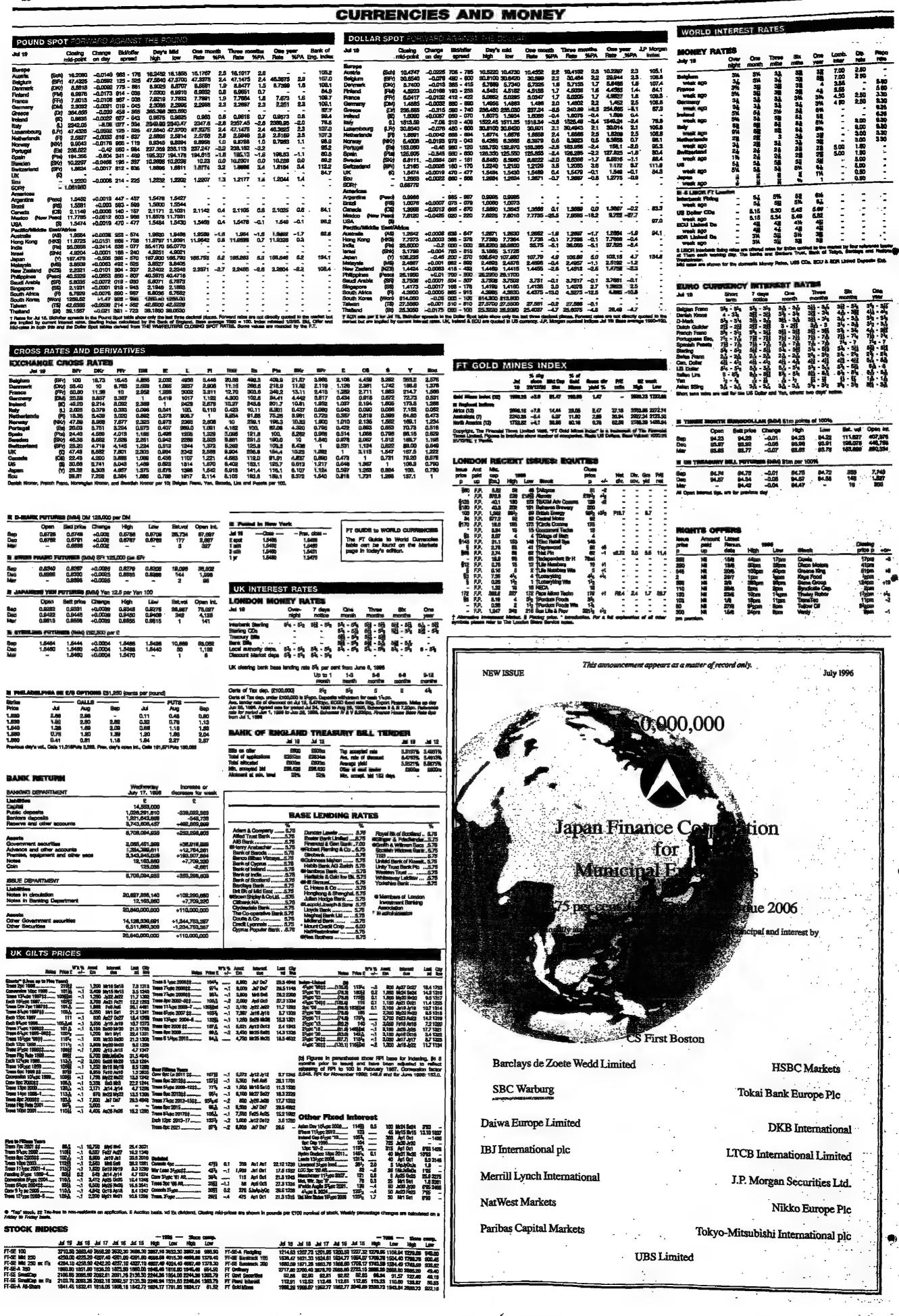
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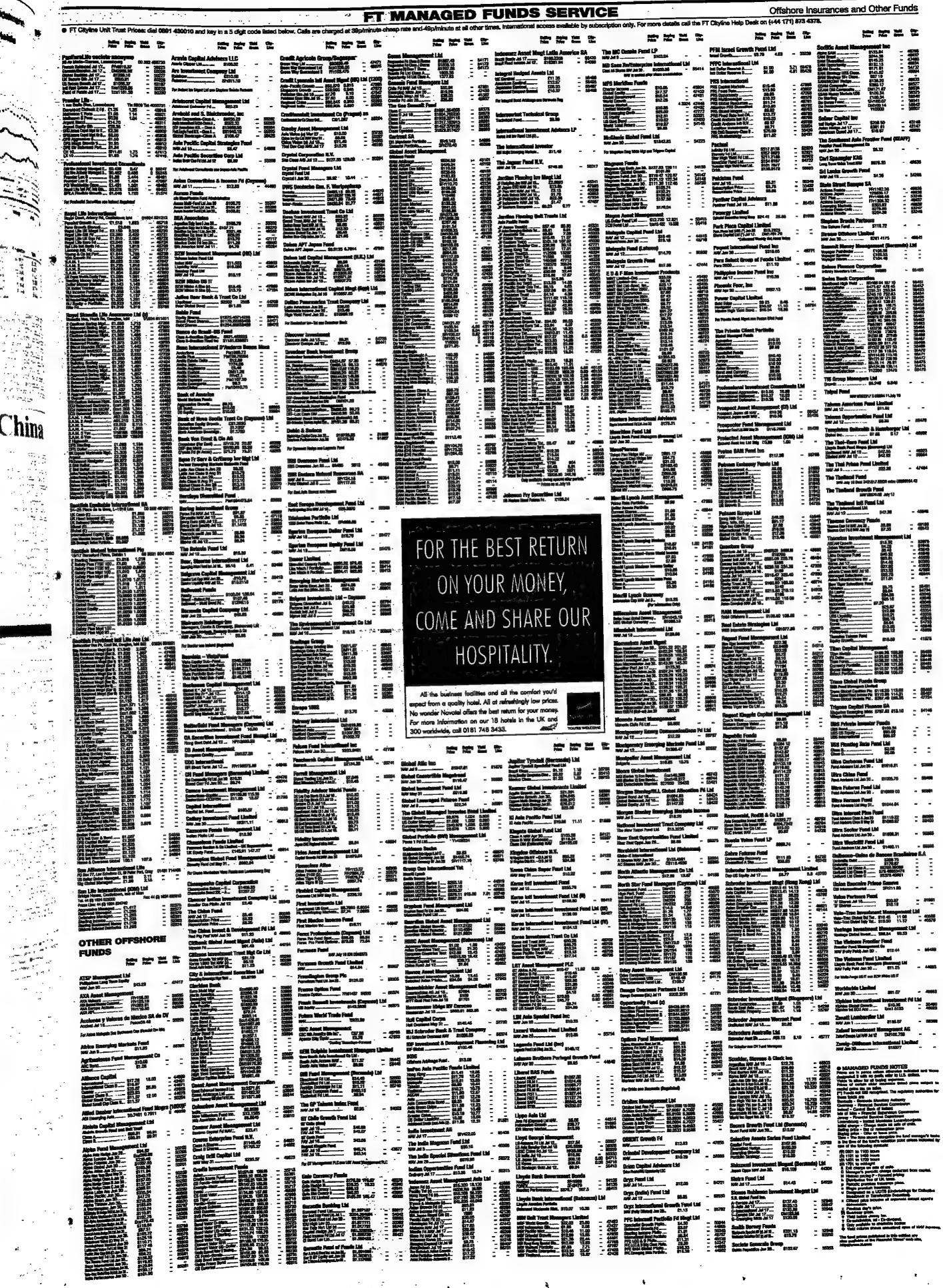
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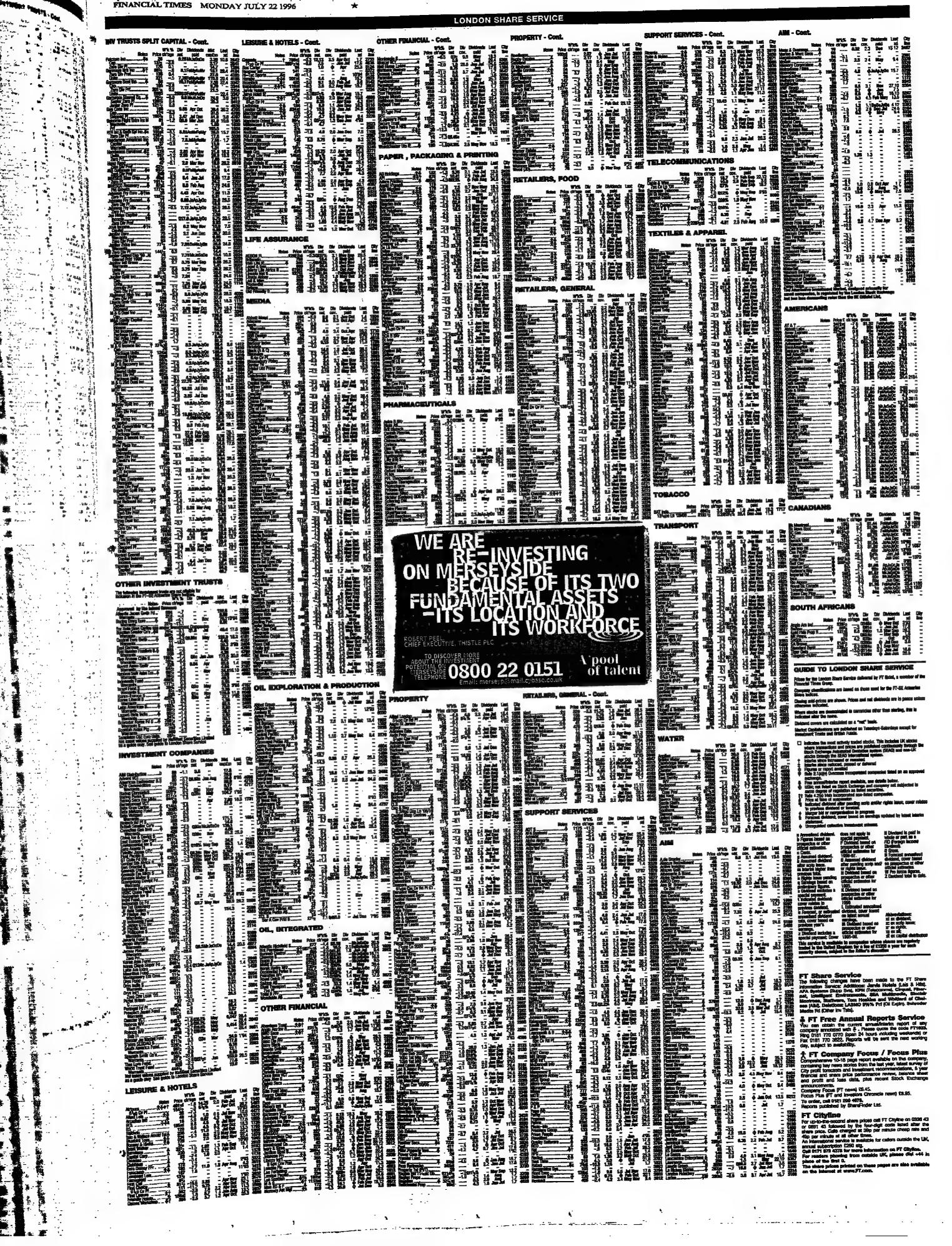
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MONDAY

India presents budget

P Chidambaram, the finance minister of India, presents the first budget of the United Front government, which was formed after the April-May elections. He must strike a tricky balance between the government's pledges to raise spending on agriculture, social services and infrastructure and the need to contain India's fiscal deficit - which last year was 5.9 per cent of GDP. Foreign investors will watch the budget closely for its reformist intent and fiscal prudence. A poor reception could undermine a clutch of imminent issues of global depository receipts from big indian companies.

22

EU farm ministers meet

EU agriculture ministers begin what is expected to be at least a three-day meeting in Brussels. The Irish presidency will present a compromise proposal on a pricing package for agricultural products, and another attempt will be made to agree on reform of the fruit and vegetable markets. Ministers are thought likely to approve a reduction in the proportion of set-aside land to 5 per cent next year, which would increase cereal production by Am tonnes. Plans will also be presented by Franz Fischler, the agriculture commissioner, to restore stability to the beef market after the "mad cow" crisis.

Major to reshuffle ministers John Major, the UK prime minister, puts the finishing touches to a modest reshuffle of his ministerial team. Downing Street says there will not be a cabinet reshuffle although Mr Major will make changes in the middle and lower ranks of government. These have been partly forced upon him: Tim Eggar, the energy minister, and Steve Norris, the transport minister, have asked to stand down. Those tipped for promotion include David Willets, the

Santa claws his way back

public service minister, and Angela

Browning, the agriculture minister.



The 33rd World Senta Claus Congress in Copenhagen will gather together more than 120 Santas from 23 nations (to July 28). A schism between the Danes

- who claim that Greenland, a Danish dependency, is the true home of Father Christmas - and the Finns - who say that he is from Lapland – will be healed. The Finnish Santa is being welcomed back in recognition of the fact that no nation has sole rights to Santa.

Nato exercise in Hungary

Servicemen from the US, Canada and 15 European countries, including nine ex-communist nations, assemble in Hungary for the first large-scale air exercise by Nato on former Warsaw Pact territory. Operating from Hungary's Szolnok airbase, they will practise using aircraft for peace support operations,



Horseplay; the summer Olympic Games continue and feers of doping acendals in the US city of Atlanta, Georgia. The athletics events start on Friday

including humanitarian missions and search and rescue (to July 26).

Turkey to boost revenue

Turkey's new Islamist-dominated coalition government is to announce a hig revenueraising package to plug the treasury's widening budget deficit. A 50 per cent pay increase for civil servants was announced by Necmettin Erbakan, the Islamist prime minister from the ruling Refah party. Tansu Ciller, the leader of the centre-right True Path party and the coalition's junior partner, has promised to find money rather than print it - to pay for the rise. Most of the money is expected to come from government property sales rather than spending cuts. Economists say the budget deficit will rise by half to about 10 per cent of GDP this year and push inflation to 100 per cent.

Iraq compensation studied

The United Nations compensation commission for victims of the 1990 Iraqi invasion of Kuwait meets in Geneva to process more claims (to July 24). The commission has waded through 2.6m claims totalling \$200bn and already made awards of \$3.7bn to more than 2m individuals for death, injury or financial loss. The recent oil-for-food deal between the UN and Iraq has raised hopes that the commission may finally have funds to pay out. This week the commission is studying 64,000 small property claims worth \$320m.

WTO reviews piracy accord

World Trade Organisation members meet in Geneva to review implementation of the WTO agreement on intellectual property protection covering patents, copyrights and trademarks (to July 26). On the agenda are two US complaints already going through WTO dispute settlement

procedures that Pakistan and India are not respecting the so-called "mailbox" provisions of the agreement. These require countries which do not yet have patent protection for pharmaceuticals and agrichemicals to provide a "mailbox" where patent applications can be filed.

Commodore's Cup, Cowes, England (to Aug 1).

Private Medical Insurance (UK only).

Public Itolidays Afghanistan, Guam, Netherlands Antilles,

Swaniland.

TUESDAY

23

Chinese missions to Taipei Taipel and Beijing are not letting bitter political rivalries get in the way of business. A Chinese delegation of port officials will arrive in Taiwan for private talks with industry leaders and government officials. They will be following a separate delegation of finance officials, which arrives on Monday. Such visits are unprecedented. The two sides

will exchange views on securities-related

cross-straits shipping - banned since 1949.

matters and the establishment of direct

Prague vote of confidence

The Czech parliament begins debating a vote of confidence in the minority government of Vaclay Klaus, the prime minister. This should end the instability since the general election in June. Mr Klaus's centre-right, three-party coalition

Statistics to be released this week

- ECONOMIC DIARY

main opposition party, the Social Democrats, will vote against Mr Klaus.

A regional forum of Asean - Indonesia. Malaysia, Singapore. Thailand, Brunel, Vietnam and Philippines – meets in Jakarta to discuss regional security. The US, China, the EU and Russia will also be represented.

Al Azhar University of Cairo, the oldes Islamic university in the world - it the 10th century holds its annual with the ministry

of religious affairs. The conference celebrates the birth of the prophet Mohammed and will be attended by Islamic scholars, moslem clerics and politicians. "The reaction of the heavenly religion to religious extremism" terrorism in God's name - will be one of

WEDNESDAY

government has 99 seats and the opposition 101 in the 200-seat chamber. However, it is thought unlikely that the

Asean forum on security

Islamic conference in Cairo



was established in Islamic conference

the main subjects.

Public holidays Egypt, Libya.

24

Ballot for UK shadow cabinet British Labour party MPs vote in the last studow cabinet elections before next

June CPI national ex-perishables

year's general election. Tony Blair, the Labour leader, has said he does not want to change his team. Although Harriet Harman, the shadow health secretary. may lose her shadow cabinet status because of her decision to send her son to a grammar school. Mr Blair is expected to keep her in her post. These elections will bring the curtain down on the parliamentary year: MPs leave for their three-month summer holidays on Thursday. They return on October 14.

Rao fights over fraud case Unless successful in his appeal against the summons, P.V. Narasimha Rao, the former prime minister of India, is to appear in a Delhi court to answer charges in a fraud case. Mr Rao, who was issued the summons by a Delhi magistrate, is battling to remain leader of the Congress party after a London-based businessman alleged Mr Rao's complicity in duping him of \$100,000 (264,000) paid to win contracts in India. Mr Rao appealed against the summons last week, but hearings were adjourned. An alleged confidente of Mr Rao, Chandraswami, a self-styled "god man", is already facing trial in the case.

Belgrade in debt talks A delegation from Serb-led Yugoslavia holds three days of talks with the London Club of commercial banks. This round is aimed at reaching an agreement for Belgrade to start paying its share, agreed at 36.5 per cent, of the total \$4.3bn (£2.75bn) owed by the former Yugoslav republics.

Public holldays

Fiji, Venezuela. 25 THURSDAY

Push for EU budget freeze EU budget ministers meet in Brussels amid growing pressure to clamp down on public spending. France and Germany are expected to press for a freezing of the EU budget at 1996 levels - which would cut EU spending by about Ecu2bn (£1.64bn) to Ecu90bn.

Strike in Australia

Public servants in Australia are set to hold a 24-hour strike in protest at federal government cuts, which threaten to create thousands of redundancies in the public sector.

Cricket

First Test match, England v Pakistan, Lord's, London (to July 29).

Public holidays

0.2%

Bhutan, Cook Islands, Costa Rica, Equatorial Guinea, Israel, Puerto Rico,

26 FRIDAY

Castro response expected

Fidel Castro, the president of Cuba, is expected to use Cuba's Moncada Day to deliver a state-of-the-union address. This is likely to give Cuba's response to the

application by Bill Chaton, the US president, of the latest US embargo legislation against the istant. It will probably also review the economy and outline future strategies. The Moneada celebration marks the 33rd anniversary of the guerrilla attack led by Mr Castro against the Moncada army barracks in Santiago de Cuba. This was a prejude to the 1959 revolution.

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US/Australia security talks

Regional security will be at the heart of talks in Sydney between the US and Australia (to July 27), Warren Christopher, the US secretary of state. General John Shalikashvili, the charman of the chiefs of staff, and William Perry, the defence secretary, will lead the US delegation Australia will be represented by John Howard, the new prime minister, and Alexander Downer, the foreign minister.

Horse racing

England's most prestigious mid summer, middle distance race, the King George V7 and Queen Elizabeth Diamond Stakes, is run at Ascot racecourse, near London.

Public holidays

Cuba, Liberia, Maldives.

SATURDAY

Postal stoppage in UK A 36-hour postal strike ends in the UK following hot on the heels of another shutdown by London Underground on

Public holidays

Thursday.

Belarus, Bosnia & Hercegoviua, Iran, Maldives, Puerto Rico. Bahruin, Oman, Lebanon, United Arab Emirates (depends on sighting of the moon).

SUNDAY

Russia/Japan manoeuvres



A Japanese destroyer, Kurama, arriving in the Russian far-eastern port of Vladivostok on Friday, takes part in the first ioint Russo-Japanese naval exercises (to July

27

28

30). It is the first friendly visit by a Japanese warship in 71 years. Kurama will participate in celebrations of the Russian navy's third centenary. The former Japanese Imperial Navy destroyed the Russian Baltic Fieet at the Battle of Tsushima in. 1905, which was vital to its victory in the Russo-Japanese War and the first time in the modern era – that an Asian power beat a European one.

Public holidays

Malaysia, Peru, Syria, Egypt, Kuwait, Morocco, Tunisia (depends on sighting of the moon).

Compiled by Sbnon Strong. Fax: (+44) (0)171 573 3194

Other economic news

Tuesday: As the markets digest the implications of the recent downbeat sconomic data from Germany, they will have fresh information this week about the state of

Europe's economy. French industrial figures for May will be watched closely: most economists expect them to show some growth. And the Confederation of

British Industry's survey could provide clues about the state of UK manufacturing. Although recent surveys have been downbeat, a British Chambers of Commerce report last week pointed to some unturn. Wednesday: UK June retail

sales data are expected to show further healthy growth. Thursday: French consumer prices are expected to show a small monthly fall. German producer prices are also expected to be subdued, reflecting the weakness of

activity.
Friday: Japanese consumer

prices, by contrast, are expec- ted to point to a slight annual rise in June, as opposed to the deflation recorded the previous	EH .
month. Preliminary UK second quar-	July
ter GDP data is likely to point to continued steady growth.	
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planted so I began (8)

10 in the Republic of Ireland a
politician's domain (6)

11 Reveal record drop (8) 12 Spotted speed maniac I

imprisoned (6) 14 Grown-up Lawrence takes a long time to corrupt (10)

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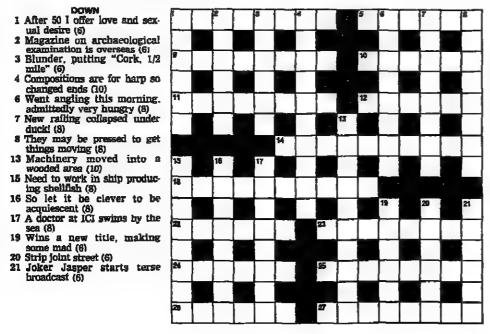
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26 Talk about parking spot with companion (6)
27 One picking up Industrious hill-dwellers for dinner? (8)

Day Referenci	Country	Sconomic Utatietic	Median: Forecast	Previous Actual
Mon	US .	June Tressury budget	\$27bn	-\$53.3bn
July 22	* Canada	May wholesale trade"†	0.8% .	-0.8%
Tues	US	Mitsublehi Index	-	
July 23	US	June export price index		0.4%
	US	June Import price Index		-0.5%
	US	Johnson Redbook wk end July 20		-0.2%
	Japan	May coincident index	20.0%	25.0%
	Japan	May leading differential index	88.7%	55.8%
	Japan ,	3rd qtr BOJ qtrly economic report.	-	n/a
	ŲK	July CBI qtrly industrial trends	•	n/a
	Canada	June leading indicator*†	0.5%	0.8%
Weda	UK	Jume retail acles*	0.8%	-0.1%
July 24	. UK	June retail sales**	2,3%	2.0%
	Canada .	May int CS securities transactions	C\$2.0bn	C\$2.9bn
Thurs	us	June durable orders	-0.2%	5.4%
July 25	'US	June durable shipments	-	1.9%
	US	June existing home sales	4.2m	4.26m
	US	M1 week ended July 15	-\$4.3bn	-\$13.8bn
	US	M2 week ended July 15	-\$3.3bn	\$2.2bn
	us	M3 week ended July 15	-\$2.5bn	\$13.8bn
	UK	May global visible trade	-£1,3bn.	-£1.3bn
	UK	June ex-EU visible trade	-5800m	-£834m
PH .	Japan	July consumer price inch Takyo**	0.4%	-0.1%
July 28	Jepen	July CPI Tokyo ex-perishables**	0.2%	0.2%

Japan	June retail sales**	0.1%	-1.0%
UK	2nd qir gross dom prod prelim***	0.5%	0.4%
UK	2nd qtr gross dom prod prelim**	2.0%	1.9%
· Canada	June industrial produ price index*	0.3%	0.5%
Canada	June raw materials price index	-1.6%	-0.9%
Canada	May fix-weight employee earnings	2.0%	2.0%
Ouring the weak			
Japan	July trade bal (1st 10 days) not?	-	Y184bin
Japan	June supermortest sales**		-0.2%
Japani	June department store sales**	-	1.7%
Септикту	June prod price indx pan-Germany	10.0%	0.0%
Germany	June prod price ind pan-Germany*	*-0.6%	-0.5%
Germany	July Heese cost of living"	-	0.0%
Germany	July Hessa cost of living**		0.9%
Germany	July Baden Wuert cost of living*	-	0.1%
Gennany	July Baden Wuert cost of living**	-	1.1%
Germany	July Nord Phine Westphalia COL*	-	0.0%
Gennery	July Nord Fihine Westphalia COL**		1.3%
Germany	July Bavaria cost of living*	-	0.1%
Germany	July Beveria cost of living"	-	1.1%
Germany	July prefirmmery CQL, West*	0.2%	0.0%
Germany	July preliminary COL, West**	1.1%	1.2%
Garmeny	June import prices**	0.8%	0.7%



MONDAY PRIZE CROSSWORD No.9,126 Set by GRIFFIN

A prize of a Pelikan New Classic 380 fountain pen for the first correct solution opened and five runner-up prizes of £35 Pelikan vouchers will be awarded. Solutions by Thursday August 1. marked Monday Crossword \$1,25 on the envelope, to the Pinancial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday August 5. Please allow 28 days for delivery

Winners 9,114

A. Rogers, Bath J. Caminer, London SW14 M. Gardner, Kirk Michael, Isle of Man A. Newman, Kingston upon Thames, Surrey M. Robinson, Lichfield, Staffs Lesley Ward, London W4

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Solution 9,114

CHIRON CORPORATION

Notice to Holders of Bearer Securities 5X Per Cent Convertible Subordinated Debentures Due 2002 of Chiron Corporation

Holders of 5% Per Cent Convertible Subordinated Debentures (the "Debentures") Due 2002 of Chiron Corporation, a Delaware corporation (the "Company"), ("Bearer Securities" as defined in the Indenture dated as of May 21, 1987 between Cetus Corporation and Bankers Trust Company, Trustee (the "Trustee"), as amended by the First Supplemental Indenture dated as of December 13, 1991 among the Company, Cetus Corporation and the Trustee (the "Indenture")) are hereby notified pursuant to Section 105 and Section 806 of the Indenture that the Indenture has been amended by the Second Supplemental Indenture dated as of March 25, 1996 among the Company, Cetus Company, Cetus Oncology Corporation (formerly Cetus Corporation) and the Trustee (the "Second Supplemental Indenture").

The Second Supplemental Indenture revises the language of the Indenture to remove references to Cenus Corporation which merged with and into the Company and the Company succeeded to all of the rights and obligations of Cetus Corporation under the Indenture.

and obligations of Cetus Corporation under the Indenture.

In addition, holders of Bearer Securities are hereby notified pursuant to Section 1205 of the Second Supplemental Indenture that the Board of Directors of the Company declared a 4-for-1 stock aplit effected in the form of a dividend on the Company's Common Stock to be distributed on August 2, 1996 to stockholders of record on July 19, 1996 (the "Record Data"). Stockholders will receive three additional shares of Chiron Common Stock for each share of Common Stock owned on the

In accordance with Section 1204(1)(i) of the Second Supplemental Indenture, a dividend payable in Common Stock adjusts the Conversion Price (as defined in the Indenture) of the Debentures effective at the opening of business on the day following the Record Date. The Conversion Price in effect immediately prior to the declaration of the dividend was \$123.33 per share of Common Stock. As of the opening of business on July 22, 1996, the adjusted Conversion Price for the Debentures is \$30.83.

NO ACTION IS NECESSARY ON THE PART OF THE HOLDERS OF BEARER SECURITIES. Please contact any of the Paying Agents listed below if you have any questio

PAYING AGENTS Mergan Generally Trust Company of New York Morgan Guaranty Trust Company of New York 60 Victoria Embankos London ECAY 0JP 35 Avenue des Arts B-1040 Brussels Swies Bank Corporation 69 route d'Each L-1470 Luxembourg CHIRON CORPORATION

By: Morgan Guaranty Trust Company of New York as Principal Paying Agent

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Dated: July 22, 1996

JOTTER PAD

FINANCIAL TIMES MONDAY JULY 22 1996

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We make the things that make communications

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(former systems and technologybusinesses of AT&T, plus Bell Labs, with 125 years experience in making the things that make communications work)

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seismic rage has shaken the plump guardians of sumo wrestling, Japan's

holy national sport. The sumo establishment, said to be nobly discreet or plain fusty, depending on your viewpoint, is furious at unholy allegations, from the top ranks of sumo itself, of tax evasion, match rigging, bath-house hanky-panky, dope smoking and consorting with gangsters.

It has all thrown an unwelcome shadow over the purity of a sport which began with the origins of Japan itself in 28 BC and remains an important part of Shinto ritual. even national identity. Aspiring wrestlers rise, like monks, just after dawn and yow to practise courtesy in their personal lives as well as on the sacred ground of the dohyo ring.

They must practise extreme obedience, failing which the mountainous wrong-doer must bow before his stable master - trainer to receive a crack on the head

At ceremonies, wrestlers from the top division, or yokozuna, are privileged to wear a heavy white rope belt, copied from the rope that

Talk of soap and dope shakes sumo

shrine, to symbolise their status as servants of guardian spirits.

The source of the fuss is the Shukan Gendai, or Weekly Post, one of Japan's hundreds of colourful tabloid magazines, of varying unreliability but enduring entertainment value. For once, the Post appears to have firm information.

Provocatively, the magazine chose the start of the Nagoya tour-nament, which ended yesterday, to reveal that sumo's most prestigious group of wrestlers, the Futagoyama stable, was being investigated by tax authorities for alleged under-reporting of income. Futagoyama fighters have won each of the past seven tournaments.

The stable's most famous wrestler is Takanohana - ail fighters go by single names - who was yester-day fighting to retain his place as grand champion against Haiwaiianborn Akebono, from a smaller stable, who has just returned to formidable form after a knee injury.

Tokyo:

the sacred wrestling establishment has been rocked to its ample foundations by weighty allegations of profanity, writes William Dawkins

Neither is personally implicated. The tax inquiry is only the latest stinging revelation from the Post. Earlier this year it published a series, cataloguing sumo corrup-tion, written by one with real clout in the sport: Ohnaruto, a retired wrestler turned trainer. Ohnaruto used to be a sektivake, the third of

His most damaging claim, vigor-ously denied by the Japan Sumo Association, the sport's governing body, is that match rigging is common. Ohnaruto accused 29 of the 40 wrestlers in the top division of cheating; buying and selling match results to avoid personal demotion.

Ohnaruto also detailed a startlingly un-monastic lifestyle among the acolytes. For example, to relax after being thumped by their trainers, wrestlers were said to repair to soap lands", to wallow in hot baths with young female assistants; paid to execute a particularly thorough wash. One wrestler was said to smoke marijuana: shocking even among non-wrestlers in Japan, and again denied by the JSA.

Ohnaruto did not survive his revelations for long. By what seems like a black coincidence, he and his manager, Selichiro Hashimoto, another conspicuous critic and deputy head of a sumo supporters' both died in April, within hours of each other, in the

same hospital, both of complications from pneumonia, The pair had planned a press conference, three weeks later, to publicise their claims, and Ohnaruto had received anonymous death threats.

The Post speculated on a matteso "lip-sealing exercise" but the police are adament there is no cause for suspicion.

Whatever the truth, Ohnaruto's claims lived on after his death, in the form of a book, issued the following month, The JSA hit back with suits for criminal likel against publishers of both book and magazine. But the book, Match Rigging, published by Rokusaisha, has now sold 120,000 copies and the Post has continued to explore alleged gumo corruption.

Sumo veterans know that a little discreet fixing has been going on for years, though it has never been the cause of such bitterness until now, Andy Adams, editor of the magazine Sumo World, helieves that yaocho - match fixing

- has been around since the early 17th century, when professional

"Traditionally, the sumo establishment's attitude is that yaocho is OK so long as it doesn't get too blatant, so long as it is confined to people at the bottom of the [sport]."

he says. · The usual trick is to fix the final bout of a tournament. Wrestlers must complete 15 bouts per tournsment. If they fall to win a majority. they risk demotion. That brings a cut in salary and the fringe benefits that can account for 90 per cent of a wrestler's income.

So a wrestler with a seven-bout losing streak will ask his colleague to let him win the deciding eighth. He would be expected to return the favour in cash or kind on another occasion. The stakes are so high that the temptation to cheat is understandable. Top wrestlers earn Y1.32m (£7,800) per month in salary alone. The dream of every ambitions wrestler is to be rich enough

on retirement to buy one of the 105 shares in the JSA, each worth about Y500m, according to Adams. Only JSA shareholders can run a stable, receive an income from the association and a slice of

wrestlers' winnings.
Occasionally, the JSA does crack down on yaocho, as it did in the 1970s when it annulled two bogus victories by one wrestler, who had to retire as a result. Adams reckons that rigged matches are as frequent as they were 20 years ago. But this is the first time a retired senior fighter has challenged the system.

If match rigging is not new to sumo, neither is a robust attitude to paying tax. Wrestlers receive much of their income in cash. A top-ranker can expect to receive Y200,000 or more simply for allowing his supporters' club - typically composed of senior businessmen or politicians - to take him out to dinner. Patrons pay even more for the privilege of having their photographs taken with the champion of

the tournament. Like so much of Japanese life. sumo has two levels: an ancient ritual on top of a business as worldly as any other.

Big ideas that bridge the gulf

Hormoz Sabet believes in the long-term project, writes Raymond Snoddy

merican-franjan businessman Hormoz Sabet may be a busy man but he always puts aside at least an hour a day to read the newspapers. Many of the projects that have made him a multi-millionaire have been stimulated by something that Sabet has read in papers such as the Financial Times, the Wall Street Journal, the New York Times or numerous trade

Seven years ago, he read about a fibre-optic cable being laid between the US and Europe and remembered someone once telling him that fibre optics would have a revolutionary impact on the future of communications. He wondered whether anyone had ever tried to lay a fibre-optic telecommunications cable to the

"The Good Lord must be telling me something," said Sabet, a devout believer in the Baha'i religion which teaches that the world is one country and mankind its citizens. He decided to invest \$100,000 (£64,000) in a feasibility study for laying a fibre-optic telecommunications cable to link the Middle East with the world's leading business centres. In September 1997, that vision will become a reality when FLAG, the Fibre-optic Link Around the Globe, is commissioned between cable, capable of carrying 600,000 truck driver in Iran but when the telephone conversations, will touch the Middle East including Saudi

navigate the globe.

Gulf Associates, his New Yorkbased company, now has only a tiny stake in the FLAG project - though

return on an investment of several million dollars. The main funders included Nynex, the US telecommu nications company now mergine with Bell Atlantic, Dallah Al Baraka Group, the Saudi banking group, and the Marubeni Corporation of Japan. Sabet has already moved on to other projects, "I see myself as a person of vision. I want to be a creator," he says.

His latest interests include the application of modern communications technology to medical diagnosis, particularly for remote communities in the Middle East. Telemedicine uses links such as FLAG and techniques such as teleconferencing to transmit detailed medical diagnostic data from remote regions to doctors in the main international centres.

Doing the same for education is another enthusiasm, as is creating a new Middle East and North Africa fund to try to persuade "high net wealth" friends and organisations to invest a small percentage of their assets in developing the infrastruc-ture of the region. "What we specialise in is product and project development for the area where we have expertise - the Middle East and North Africa, parts of India, Pakistan and Turkey," says Sabet who will be 60 next month.

family came to the US in 1941 it the Middle East including Saudi survived in New York by buying Arabia and the Gulf states, Africa and cleaning second-hand clothes and exporting them to Iran. It was the start of a conglomerate which eventually employed 10,000 people in Iran in a wide range of manufacturing activities. Gulf Associates set the company has been well up Iran's first commercial television rewarded with an 300 per cent stations and introduced soft drinks



'The Good Lord must be talling me something,' says Hormoz Sabet

and desalinisation plants to the Sabet and his family were abroad when the 1979 revolution broke - he believes fortunately, since other

Baha'i businessmen did not survive the Islamic revolution. sonal guarantees and intended to be serviced by money from Iran had to be paid off - leaving the family with only a couple of million doilars. Around 80 deals later Sabet estimates Gulf Associates, the Sabet

family's private company, is now worth between \$40m and \$50m. As a Baha'l he prefers not to invest in defence industries, alcohol or gambling but sees no conflict

between making money and encouraging worthwhile projects. The best way he believes of lessening world conflicts is to use the fact that people always have "a receptive ear" to making money and that is something that transcends nationality. retainer seeing whether there is any way of regaining, or winning com-pensation for, the family assets seized in Iran which he believes are

now worth \$1bn. "If not me then my sons, If not my sons then my grandsons or granddaughters," says Sabet. As a man who admires patience and believes in long-term projects, he is prepared to wait.



Levin's place in the Warner legend remains secure

When his takeover of Turner Broadcasting is complete, Time Warner chief Gerald Levin will go down as the only player at the table who never blinked, writes Christo-

pher Parkes in Los Angeles. The more Levin was told by newspapers that US regulatory terriers were poised to chew up the deal, the more stolidly he insisted it would go through. The more he heard that US West, his cable television partner, was going to block the merger, the less he listened. A US West lawsuit has now been reduced to an organisational side-issue which Levin hasn't time to deal with - not since last week's approval in princi-

ple for the TBS purchase.

Levin is a living, hreathing denial of the showbusiness saw that it takes charisma, if not pisass, to run an entertainment company. He is a quiet, occasionally tongue-tied law yer with that most lawyerly of qual-ities: a killer instinct. He showed it in late 1995 when he fired Michael lieutenants, only six months after installing him as head of Warner's music musiness.

If, as some say, the flouncy style of the showbiz individualist has no place in today's media corporations, then Ted Turner, founder of TBS, may be advised to seek a niche within the new organisation where eccentricity might not be noticed. That such crevices exist is one of the criticisms tossed at Levin. Time Warner is no seamless empire illuminated by the sparklings of creative and corporate synergies, its structural weakness was underscored by the temerity of US West, a relative pipsqueak, which felt no qualms about taking on its partner. However busy Levin may be sewing up his big deal, eventually he will have to reach some accommodation with this bothersome associate, which happens to own 25.5 per cent of one of his most important enter-

tainment divisions Before that, Levin has to close the TBS deal, absorb the newcomer and complete the same job with Time Inc and Warner. Observers remember how Hollywood howled (and how the group's shares rose) at the news of Fuchs' firing.

That event allowed Levin to blend compatible studio and music operations into a one-stop shop with integrated management. If Levin can produce more of the same, Hollywood's howls will sound like nusic on Wall Street.

Beware, Renault's affable Schweitzer

No one is calling for his head, but the knives could be sharpening for Louis Schweitzer, amiable chief executive of Renault, writes Haig Simonian in London, After seven days from hell lest week, during which Renault's market share and equity price seemed to be in free fall, Schweitzer must hope the next

week treats him more kindly. Renault said its share of the European new car market dropped to 9.7 per cent in the first half of 1996 from 10.6 per cent last year. That started a rout in the share price. Plunging share prices are not good gramme, and Renault's performance is by far the most leaden of any such stock. All that is unlikely to fluster

Schweitzer, whose humanity and apparent modesty belie what is usually said and written of the products of France's grandes écoles. He argues that matters will come right for Renault as more versions. of the new Mégane range come on

the market and other key cars are refreshed. But the urbane Schweitzer, a great nephew of the famous doctor and philanthropist, should take care. Such estimable attributes do not necessarily win friends in the cut-throat motor business, as the fortunes of John Towers, the ex-Rover boss and another effable thinker, showed.

Campbell alters the Courtaulds formula

Gordon Campbell, the new chief executive at Courtaulds, is as different from his predecessor, Sipko Huismans, as can be imagined, writes Jenny Lucsby in London. But they share one thing: both grew up as operational managers within the UK chemicals group.

Campbell is a chemical engineer who joined Courtaulds in 1968 from university. He is affable, open and strikingly ordinary, with a knack for finding neat, sensible solutions to practical difficulties. Campbell also finds detail absorbing, in abso-lute contrast to Huismans, a visionary of the passionate kind, intent or big ideas and the grand scheme.

Huisman's legacy at Courtaulds is Tencel, a wonderfibre made from wood pulp, which analysts suggest might he as important as cotton by 2020. The technology behind Tencel had languished for years before Huisman happened upon it and made it his own. However, Tencel is now the only business within Court-

aulds with hig growth potential.
The way shead lies in getting the best from the rest. The group's largest businesses are acrylic and viscose fibres. In these it is a world leader, but both fibres are past their heyday and beset with overcapa-

industrial coatings and packaging. Here, growth will come through regional expansion.

If there is a weakness that has been left unaddressed by this change of style, it is marketing. 'Courtaulds has lost out in the past through its lack of customer focus." says one analyst. "The hope is that we will now see a No 2 appointed with some flair for marketing.

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Robert Chote · Economics Notebook

Interest rates still flout all the rules

A model which will correlate rates and objectives remains a pipe dream

which Goldman Sachs estimates at 2 per cent for the US of 3.5 per cent As Federal Reserve chairman Alan Greenspan gave his Humphrey Hawkins testimony to the US Confor the UK, France or Germany. If gress last week, highly paid econo-mists around the world listened inflation is above target then short-term real rates are increased intently for any hint or nuance by half the excess of inflation over its objective. If economic activity is which might give an insight into running below potential, then rates are reduced by half the "output the great man's thoughts on the future path of interest rates. Economic policymaking obvigap". Finally, to move from a real ously remains as much an art as a rate to the nominal rate relevant for policy setting, you add in the expected rate of inflation. science when analysts have to spend so much time deconstructing central bankers' sentence struc-What does the Taylor Rule say

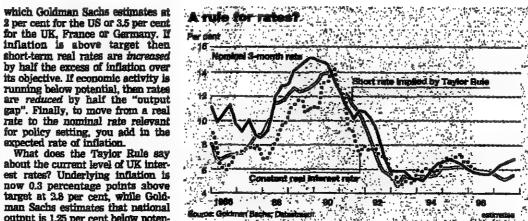
now 0.3 percentage points above target at 2.8 per cent, while Goldomists could devise a simple rule telling policymakers and the public what interest rate would deliver man Sachs estimates that national the authorities' objectives. output is 1.25 per cent below potential. According to the Taylor Rule, these conditions suggest that real short-term interest rates should be It is not that they have not tried. Economists have long argued over the relative merits of setting interest rates according to rules or dishalf a point below their neutral cretion. Purely mechanistic regimes are unusual, but in Britain level at 3 per cent. Expected inflation is also about 3 per cent, so this alone money supply targeting, implies that base rates should exchange rate targeting, inflation stand at 6 per cent - pretty close to targeting and pure discretion have their actual level of 5.75 per cent.

been tried during the last 20 years with varying degrees of failure. One of the latest wheezes is the "Taylor Rule", devised by John Taylor of Stanford University. This links the level of short term interest rates in a mechanistic way to the amount of spare capacity in the economy and the divergence of

tures to predict what they will do. It would be so much easier if econ-

inflation from its target rate. Alan Blinder, the former Fed vice chairman, speaks highly of the rule, while various central banks and finance ministries have investigated it. Its principal proponent in the UK is Gavyn Davies, chief economist at Goldman Sachs.

Taylor Rule seeks to describe how interest rates have been set in the past or to prescribe how they should be set in the future. Perhaps both. But as Davies says: "If the The Taylor Rule starts by setting a "neutral" real rate of interest.



last 10 years, this calls the basis of the rule into question." The Taylor Rule does appear to

describe interest rate setting fairly well in the US, Germany and Japan, with little evidence that it either underestimates or overestimates rates systematically. It works much less well for the likes of France and Italy, where interest rates have been used to target the exchange rate more than inflation. As for Britain, the Goldman

Sachs economists argue that the Taylor Rule offers "a first approximation to the policy setting behav-iour of the UK authorities". But the Tressury and Bank of England appear to put more weight on inflation and less on the output gap than the Taylor Rule suggests.

The UK Treasury has also carried out its own internal studies. These suggest that the Taylor Rule has worked reasonably well in reader believes that policy has not been optimal in practice over the but that a naive policy rule which

simply held real interest rates constant throughout the period would have worked almost as well,

One of the key assumptions of the Taylor Rule is that the authorities are always influenced when setting interest rates by the degree to which inflation diverges from its target level. But this has been challenged by Athanasios Orphanides and David Wilcox of the US Federal Reserve, who have outlined what they call an "opportunistic approach to disinflation".

Imagine that inflation is not too high, but still above the authorities' long-term target. A conventional policymaker would raise interest rates, thereby squeezing economic activity and pushing inflation down towards the target. The opportunistic policymaker would not take deliberate antiinflation measures, but wait for external circumstances - such as a fall in oil prices or an unforeseen

Laurence Meyer, appointed as a Fed governor by President Bill Clinton, said in March "this strategy calls for the Federal Reserve to patiently support a continued expansion at full employment and at the trend rate of growth. When the next recession arrives, whatever the timing, inflation will ratchet down another notch. This strategy gradually and at low cost lowers inflation over time until price stability is achieved." Orphanides and Wilcox argue that central banks might behave in

this way because the economic costs of stable, slightly abovetarget inflation are distributed widely through the population. The costs of reducing that inflation may leave most people relatively on the minority who lose their jobs. The opportunistic approach seems entirely sensible, as long as policymakers remain determined not to allow unfavourable shocks to ratchet inflation higher. Having said this, inflation is only as low as

it is now in the UK because monetary policy was so tight in the early 1990s. This in turn was a result of the high inflation of the late 1980s. So sometimes things have to get worse before they get better. That illustrates a long-standing

feature of central bank behaviour. they have multiple objectives and concentrate on the one or two which are furthest from their desired state. It may look untidy to advocates of rules, but as Prince ton's Ben Bernanke has pointed out, central banks may feel more threatened by a public perception that some aspect of the economy is "out of control" than by a record of generally mediocre performance.

But this calculation is spuriously

precise. If you plug in the fall

range of current output gap esti-mates held by the chancellor's "six

wise people", then the level of base

rates implied by the Taylor Rule could be anything from 5 to 6.75

per cent. As UK interest rates have been within this range throughout

the last 31/2 years, the rule does not

really tell us much.

It is also unclear whether the



Pirates scour digital domain

Demand for special effects artists outstrips supply, writes Alice Rawsthorn

nies, Digital Domain has a flag flying above its headquarters, but the symbol on its flag is distinctly different from the usual run of corporate logos. It is the Jolly

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British warmen in the

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Roger. Digital Domain, founded three years ago near Venice Beach in California by a con-sortium including the IBM computing group and James Cameron, the Terminator director, is typical of the new wave of technology-led companies that is transforming the US entertainment industry. Its corporate spirit is well described by the Jolly Roger.

After starting in business as a digital effects laboratory, providing film directors with frighteningly realistic alien creatures and disaster scenes, Digital Domain is now diversifying into the production of CD-Roms. Eventually, it will move into feature films. It sees itself as a role model for the digital studios which it expects to compete directly against the Hollywood film establishment.

James Cameron's enthusiasm for digital effects dates to the late 1980s when he commissigned the visual effects for his film. The Abyss, from Industrial Light & Magic (LM) in northern California. ILM was founded in 1975 by George Lucas, the Star Wars director, when, in protest at the Hollywood establishment, he left

ike many other compa- Los Angeles to live and work at his 2,600-acre Skywalker Ranch near San Rafael

His work at ILM was critical in replacing the hand-made models and drawings of tradi-tional special effects with sophisticated computer-generated images. The Abyss and Cameron's next film, Terminator 2: Judgment Day, were two of his most successful early experiments.

Cameron soon wanted to have his own effects laboratory. He joined forces with Scott Ross, one of his ILM collaborators on Terminator 2, and Stan Winston, a modelmaker who won an Oscar for his work on that film, to open such a laboratory, with IBM as a financial backer. Steve Fredericks, Digital

Domain's chief operating officer, says they were convinced that there was scope for a rival to ILM, particularly for one besed near the Hollywood studies in the Los Angeles area. rather than hundreds of miles away in San Rafael. "We also felt there

technological opportunity, as things were changing so fast that it would be more efficient to start a new facility from scratch than to re-equip one," he says.

Digital Domain was launched in April 1998. IBM owned 50 per cent of the equity, with the remainder divided equally between Cameron, Ross and Winston. Five months later it moved into a Frank Gehry-converted warehouse in Venice Beach, originally the headquarters of the Chiat Day:Mojo advertising agency, to start work on Cameron's True Lies. It then accepted other projects, includ-ing bateroien With A Vampire, Strange Days, Apollo 18 and commercials for Nike and Mer-

Demand for computer-generated effects has risen steadily in the three years since Digital Domain's formation, fuelled by technical advances and the commercial success of effects laden movies such as ILM's Jurassic Park and Apollo 13. Digital effects are now a standard component of hig budget films, pop videos and commer-cials where they create bizacre environments, such as Wetterworld's futuristic sequences, or dramatic scenes like the typhoon damage in Tuister.

Digital Domain faces flerce competition for commissions not only from ILM, now working on the Jurassic Park sequel, but other laboratories, including Rhythm & Hues, the company behind Babe's talking animals. Hollywood studios, notably Sony and Warner, have also set up digital effects facilities.

All these companies are competing for staff, specifically for the "digital artists" who create the effects. The field is so new

that demand for talent exceeds supply. More than 100 of Digi-tal Domain's 425 staff are digital artists, mostly recent art school graduates in their mid-20s. Stave Fredericks describes finding new staff as "our big-

If all goes well, the company hopes to expand its workforce to 500 by the end of this year, but it has to work hard to prevent existing staff being poached. One digital artist defected to Warner and staged a moonlight raid on the Jolly Roger flag. Digital Domain produced

specially designed T-shirts amblazoned with a mangled version of Warner's Bugs Bunny as an "exchange". Usually, the company ralies on more orthodox measures, such as salaries up to \$150,000 (296,153) for its digital artists, and share options. Yet Fredericks says its main allure for its employees is the range of work it offers.

Feature films are still the core of Digital Domain's business, providing 65 per cent of last year's revenue. The company is currently working on Luc Besson's futuristic epic, The Fifth Element, James Cam-eron's Titanic, and Dante's Peak, a thriller starring Plerce

The thrust of its future development will be production. This spring, it brought in Cox Enterprises, the US cable

television company, as a 25 per cent investor, because of its long-term interest in supplying entertainment directly to homes. IBM also now owns 29 per cent, as do Cameron, Ross and Winston. The rest is owned by employe

The first stage of its produc-tion strategy will be a move into CD-Rome this autumn, starting with Barbie Fashion Designer, which it is bringing out as a 50:50 joint venture with the Mattel toy group. The company then intends to tackle the Hollywood studies head-on by moving into film production next yeer. Its first project, Acator, will use Toy Story-style photo-realistic animation techniques.

"We started off as digital effects specialists, but the business plan was always to create a digital studio," says Steve Fredericks. "Ownership is the name of the game for us. There's no point in just being another content supplier.

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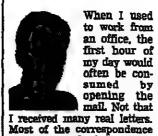
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UK şample

Tim Tackson

The death knell tolls for junk mail



received many real letters. consisted of dull press pleases that could be himself nstantly, but had to be opened to make sure they were not something more important.

Now that I work from home, things are different. When companies ask me for an address to which they can send press releases, I offer my e-mail address. And when they explain that they don't use e-mail and ask where I live, I reply tartly that in the industries I cover, any organiaccess to e-mail is unlikely to have anything interesting to

I probably receive more junk mail than I did at the office, but it all arrives electronically. Yet instead of having to rip open dozens of brown A4 envelopes each morning. I simply scan the list of incoming messages and zap those titles that look dull without troubling to read the text. In some cases, as with GPT Communications, a persistent company that sends press release every time it wins the most insignificant contract, I have set up my mailing to zep the messages automatically before I even see them. The result is that it now takes only a few minutes to check a larger volume of ncoming mail.

When its environmental advantages are thrown in, it junk mail is greatly preferable to paper junk mail. The only argument against it is the alephone charges incurred as the unwilling recipient has to download it to a PC from an Internet service provider. But these charges, probably 0.1p per message at peak rates, are

When I used a small price to pay for the the system that its backers to work from added convenience.

Unfortunately, most Net users seem to disagree with me. There is a strong and frequently expressed revulsion for companies that trouble consumers with electronic junk. This feeling is so strong that many Net users are details when they look at Web sites, for fear that the details will be used to send them junk e-mail.

The problem has been exacerhated by a wish on the part of Web site owners to find out who their users are. Many sites now require "registra-tion"; although they do not charge an access fee, they force users to give their names, addresses, telephone and fax numbers, occupations, job titles, ages, and so on. There is clearly a risk that the irresistible cannonball of companies' thirst for information will hit the immovable post of users' unwillingness to give that information - and that the growth of electronic commerce will be slowed as a

Earlier this month, the industry began to do some-thing to break the jam. An ad hoc group of companies in the Net business has set up a project called eTrust with the aim of providing an audited certification system for electronic privacy. What this means in practice is that a Web site subscribing to the scheme will display icons, rather like the rocking chairs or dogs that one might see in a Michelin guide, indicating what the owners of the Web site do with information they obtain from users, and how they keep it secure.

The project is a great idea. In many cases, companies make their data protection policies clear on their Web sites, but it takes time to find the information. The icons will provide a standard that allows consumers to get the information they need in only a second or two. But there is an advantage to have badly designed forms that can only be completed to the satisfaction of the computer on the second or third With a certification system in place, the notion of regis tration could change. Net users can type all their personal information into their

seem not to have thought of

yet. One of the greatest incon-

veniences of using the Web is the fact that the registration

process takes so long. There

are often 20 or more question

to answer, and even a fast

typist can find it takes five

minutes or more, during which the phone bill may be

ticking away, to fill out the electronic form. To make mat-ters worse, many companies

(particularly British ones)

PCs just once, and can then specify to their browser soft were which parts of the infor mation to release, to whom Without having to make case by-case decisions, a user might decide, for example that his home phone number is only to be given to companies from which he has bought something that is to be shipped by FedEx, and only if the company promises not to use the number for any purpose other than confirm

ing delivery details, That may sound like hightech wizardry. Actually, it would be simple to implem by making a small change to the existing system of "persis tent client-side cookies" cov ered in this column at the start of this year. Cookies allow up to 300 small files to be stored by companies on their clients' computers.

If this idea were to be put into practice, the tiresome process of "registering" at a Web site could disappear for

A small improvement to the quality of life of Net users? Cartainly. But this is just one of many incremental improve ments that are likely to make electronic commerce increas incly cheep and convenient.

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Cyber sightings

With the Olympics well

under way, there's a plethora of sites to check out offering results, news, images, gossip and background. Here are a few of the best: IBM's official site (unus atlanta olympic org) is equalled by Big Blue's site for the next gathering, Sydney 2000 (www.sydney.olym-pic.org). Being based in the home of the games has its advantages, as proved by CNN (http://CNN.com/SPORTS/ OLYMPICS) - careful, it is case-sensitive - and the Atlanta Journal-Constitution (www.atlantagames.com); while AT&T's site (www.olym-

picatt.com) has nice rotating images and their Olympic Museum Tour is worth checking out too. Of course, all is not entirely sweetness and light, so for an exploration of the controversy surrounding the Georgia state flag, try

www.avana.net/pages/ personal/superman/flag.htm
The Japan Information and Cultural Centre at the Japanese embassy in London has put up a nice site (www.embjupan.org.uk) with useful information on working in Japan and relevant cultural events in the UK.

 Yahoo's new quotes service (http://quote.yahoo.com) covers-most elements of US markets news. Concise, well-structured and simple to use. A case of champagne is on

offer in Business Monitor's new Fantasy Fund Manager game, available at their site (www.businessmonitor.co.uk), which also has coverage of corporate finance, markets

and economic analysis. The UK Independent Financial Advisers' Association (www.ifaa.org.uk) is full of good information on that sector, with a password-protected members' forum.

The US Department of Energy is finding ConDuit (unno.sne.org/conduit), a tech-nology reinvestment project aimed at enhancing skills and improving training links between industry and the college sector. Well worth a look if you are involved in engineering or training.

 If you are interested in urban mass transit, New York City's Metropolitan Transportation Authority (www.mta.nyc.ny.us) is a good example of a functional, public-service site, with lots of

solid passenger information. The Investment Research Institute (vanue options-iri cont) is worth a look if you are in options trading or research. It offers a daily market commentary - with special emphasis on high-tech stocks. The Top 10 Trades feature is cool.

• The Law Source (http://thesource.com/index.html) is a wide-ranging source page for the US legal profession, pro-vided by the publishers of the Internet Legal Guide. It has a well-organised set of links.

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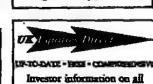
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It used to be that the typical corporate president was an engineer, who owed his success to two things: an intimate knowledge of and faith in the company's products; and close, almost familial, membership of the domestic management club. Marketing skills and international experience were seen as important, but

There have always been exceptions such as Sony's now alling and retired Akio Morita, the Japanese managerial prophet of globalisation. But now, as shown by three top appointments in the past year, the exceptions are proving the rule.

The reign of the domestically focused Japanese engineer is not exactly over - but it is gradually giving way to a new generation of international top managers, who place greater emphasis on sales and

Latest of the new breed is Taizo Nishimuro, 60, former head of Toshiba's multimedia-related businesses, who was chosen last month, over nine more senior colleagues, to become the first non-engineering president of Toshiba, the electronics to power generation leviathan, in 10 years. He cut his teeth as a salesman and has almost no experience of the heavy electrical activities which form the core of Toshiba's business. In its 120-year history, Toshiba has only put three non-engineers in

charge.

Other examples of the new breed at the top include Hiroshi Okuda, last year appointed president of Toyota, a sales expert who pioneered his company's US expansion, and Nobuyuki Idei, who became president of Sony, also last year, after five years in advertising, marketing and communications, and the choice of London-born and Harvard-educated Minoru Makihara to head Mitsubishi Corporation four years ago.

Their rise, says the most experienced of the new breed, reflects the globalisation of

Nishimuro personally embodies several changes in policy at what used to be a bastion of traditional Japanese management. As well as a more

international outlook, this includes faster and tougher decisions, and the growing importance to

Toshiba of electronics, on top of engineering. At the same time, he is rooted in Japanese management traditions

their companies' markets, now decreasingly centred on Japan, and the acceleration of technological change. "Technologies are now moving so fast that it is impossible for the top manager to know all the details. Companies are now looking for generalists who can understand the broad changes, delegate and provide leadership," says

Nishimuro personally embodies, as well what used to be a bastion of traditional Japanese management. As well as a more international outlook, this includes faster and tougher decisions, and the growing

Japan's new breed of corporate president is placing greater emphasis on sales and marketing, writes William Dawkins

A fresh outlook at the top

of engineering. At the same time, he is rooted in Japanese management traditions. His human qualities merit examination because they illuminate Toshiba's future strategy - and perhaps that of others which have made similar management changes.

The personal style of Nishimuro, an unusually tall, straight-talking Confucian scholar, does not mark a complete break with the past, but rather a gentle shift to new priorities. When asked if he will bring a change in management approach, he laughs, self deprecatingly, in a booming which was already taking place in Toshiba resulted in my appointment," he replies. The main thrust of that change, he

explains, is a shift in emphasis from product development, formerly at the heart of Toshiba and its top people, to marketing. Of course, both are vital, he emphasises. "But product development has to be led by marketing. In other words, product developers cannot stand alone. The direction of product development has to be led by marketing."

Led by the market, he estimates that the proportion of Toshiba's sales devoted to information technology, communications and semiconductors will rise from the present 54 per cent to 65 per cent in the next 10 years, helped by the launch of digital video discs, scheduled for this autumn. Other consumer products and heavy electrical gear - the origins of the business - take up the rest.

Nishimuro stresses that he does not want to "de-emphasise" the value of Toshiba's core engineering business, but he points to the shifting balance of business as an example of how markets are taking the lead in this formerly production-led company.

In some ways, he is a typical Toshiba president. Like many others before him, Nishimuro has worked there all his career, since leaving prestigious Kelo University with an economics degree in 1961. But he has more international experience than most, thanks to 14 years in sales and marketing in the US, where he is credited with having returned three loss-making units to the black. He picked up fluent English as a student, doing a vacation job in a Canadian lumber factory.

And yet at first meeting, Nishimuro comes over as the archetype of a resilient, single-minded Japanese manager, by instinct and training from early

From the moment he could read, at the age of five, Nishimuro's father made him study Confucius for half an hour every morning before breakfast. From this experience, he derives his management motto: "To have the wisdom to recognise our own mistakes and the courage to correct them." Confucian humility colours his attitude to almost everything. Disarmingly, Nishimuro recalls that he has had to correct "so many" personal expects colleagues to do the same.

Nishimuro believes his Confucian training helped him pull off his first big project as a salesman. It was, he says, the most formative experience of his career.



As Toshibe's first components salesman in the US in the mid-1960s, Nishimuro was trying to sell television tubes to a mid-west electronics company. He made an appointment to see the potential customer's vice-president at 9am, but was humiliatingly kept waiting until the late afternoon. All 20 salesmen waiting in the lobby had been given a 9am appointment.

Then, he was told that the company wished to see a representative of all divisions of Toshiba - then little known in that that could be arranged, but in the meantime he had been granted an appointment to present television tubes and wished to be heard. Impressed, the US executive listened, laughed and eventually placed a substantial order.

The lesson? "Endurance," says Nishimuro simply. He has never forgotten it. "As head of Toshiba, it is important to keep your

Nowadays, rather than studying philosophy before breakfast, he rises at divisions of Toshiba - then little known in the US - rather than a mere components and perform 125 press-ups (he raised this salesman. The young Niehimuro replied from 120 on celebration of becoming irreversibly.

president). The regime is reminiscent of the philosophical warrior manager of popular

But on arrival at the office at 7.30am, the new manager takes over from the archetype, and Nishimuro's first task of the day is to read e-mail from colleagues, a rarity in Japanese companies. It is a useful management tool, he says, though Nishimuro wishes his e-mail correspondents would be less deferential, a reminder that his mission to establish a more open management style will not be quick or easy. But the mission to update the Toshiba blueprint goes much further than wishing to exchange frank cyber-chat with colleagues and extends to a reassessment of the shape of the business. Nishimuro has embarked on what will be a "continuous" review of Toshiba's sprawling - critics say unwieldy - empire, stretching from the manufacture of ball bearings for the US space shuttle, to air conditioners, power stations, semiconductors and personal

The aim is to focus more tightly on Toshiba's core strengths, which Nishimuro lists as basic semiconductor technology. integrated systems, visual communication and power generation. "As long as I am in this position, there will be no end to the reviews," he says, recalling the traditional Japanese management principle of continuous self-improvement.

That means, he says, forming more international alliances in sectors where there are stronger competitors or even pulling out of areas where Toshiba is weak. He confirms, with unusual clarity for a top manager in consensus-based Japan, that there will be closures. But they will take place quietly. In this Japanese environment, we must ou was partiently," says Nishimuro.

This is not new to Toshiha, incidentally. nt, we must do this gently and

Three years ago, for example, it pulled out of unprofitable audio products in an attempt to reverse a three-year slide in profits, from which it has since recovered. Forming alliances and resolving weaknesses go together, he says, once again revisiting philosophical roots. "We have to be more humble, to evaluate our strengths so that we can better appreciate the

strengths of others," says Nishimuro.
Internal management change will, of course, be needed to support the change in the shape of the business. First, Nishimuro wants to improve the speed at which Toshiba reacts. In common with other large Japanese companies, Toshiba has tended to be slow to formulate ideas, because of the need to win agreement from the multiple layers in the management hierarchy, though quick to implement decisions, once they are made.

Just before he took over, the group eliminated the jobs - of course without making redundancies - of deputy department heads and section chiefs to speed up communication with top management. The next stage, says Nishimuro, will be to encourage employees to move more widely between divisions, rather than as in the past between jobs in the same division.

In line with his international outlook, Nishimuro wants to bring foreigners, for the first time, on to the Toshiba board. "Before I quit this post, I hope to have one, two, three or even several foreigners on the board," he says. The nationality of future foreign board members is not of primary importance. The crucial thing, be says, is to bring new angles to the board's view of Toshiba's business.

Few Japanese companies of this size have appointed foreigners to the inner sanctum, apart from Mitsubishi Corporation last year Japanese management, seven years ago. The message from the latest in the new breed of Japanese company presidents is that the mould is changing subtly, but

Siemens keeps it in the family

o many outsiders. Siemens, Enrope's bigges lectronics and electrical grous pusiness, seems like a lumbering giant. That is not the way it appears to Manfred von Raven, head of Sismons Automation, one of the

company's 14 divisions.

The automation unit has annual sales of about DM7bn (£3bn), out of the DMSSbn company's sales. According to you Raven, the advantages of the divisional structure its largely with the opportunities for exchanges of ideas between Signess' different parts. He believes this outweight

any disadvantages of having what some might take to be the large and unwieldy Slemens organisation whose range of activities includes power engineering, domestic appliances, car components semiconductors and computers,

Von Raven, based in Nuremberg, smiles at the notion that, were Slemens a UK or US company rather than German, i would by now have succumbed to the vogue for "unbundling" and been separated into its component divisions. Sieme executives have mulled over proposals for a break-up "but it came to nothing. There are he says, so many good things to come out of the Sisteman esociation, that breaking to

would be foolbardy. The automation division covers a range of activities from letter sorting software to touta controls. Standardised product controllers or machine a controls, account for only ship 85 per cent of the division's sales, down from 85 per cent six years ago. The division has to be ouicker in learning about new concepts, as more of its activities concern software and customised services for organisations which can be anything from farms to pharmaceutical plants.

Roughly four lifths of the division's sales (and a similar proportion of its 16,700 employees) are in Germany. But the figure will decline to nearer 60 per cent by the end of the century, says von Raven, as Siemens continues its drive to Internationalise.

In this changing environment the automation division has more to gain from being part of Siemens than being out of the strong balance sheet gives it financial muscle, he says one of the most compelling reasons for keeping the Siemens family intact is its common links in

Learning new ideas can come through job rotation; people move around Siemens and discover new facets to different

industries. Also, says von Raven, DM1bn of the division's annual sales comes from the unit doing work for other parts of Siemens. For consultants in automation systems have picked up useful concepts which they can use in other areas of their work, from Siemens colleagues in areas

The final justification for the continued bundling of Siemens. says von Raven, is the way the group can act together in some of its international activities, especially in places like China which present short-term operational difficulties but where the long-term business

potential is vast. In China Siemens has a total of 83 joint ventures, with more on the way. "The organisation that we have established there is a considerable help to oth parts of Siemens which are moving in," says you Barton

Peter Marsh

Is performance-related pay worth it?

the office notice board so you could see exactly who was getting what? Unless you have a screw loose, or unless you work for a company where pay levels follow a strict formula, I expect you would not like it

But according to Steven Kerr, who holds the curious position of "chief learning officer" at General Electric, all companies should follow this practice. From anyone else such a hair-brained scheme could be dismissed out of band, but given the admiration GE commands in management circles (it has had more glowing case studies written about it than any other company with the possible exception of ABB) the idea deserves an airing.

Writing in the current issue of Fortune magazine. Kerr argues that if you give someone a \$1,000 bonus in secret, then the total number of people you motivate is between zero and one. That may be true, but it up on the notice board you are

ow would you like it if does not follow that by publicising details of everybody's pay the bonus you motivate those who have not got one. Instead the total number of people you motivate is closer to minus 100.

closer to minus 100.

More plausibly, he says that if nobody knows what their colleagues are getting paid, rumours will get out of control. And as surveys show that people tend to feel everyone else is better paid than they are, the net effect of publishing pay information is likely to he care. pay information is likely to be reas-That sounds like wishful think-

ing. If you published a pay league table all hell would break out. Human nature is such that it is far easier to demotivate people than to motivate them. Thus if you discover that you are paid more than two of your peers you may briefly feel good, but that effect will vanish the minute you discover that another colleague - who you had always regarded as a complete dolt - is paid more still. Equally, when the second year's pay league table goes



Lucy Kellaway

bound to find still more cause for drop them altogether. upset. In isolation you might have felt quite happy with your bonus. but when you discover that your relative place has slipped back, any positive effect vanishes.

It is true that rumours about other people's bonuses have a bad effect on morale. It is also true that publishing pay levels may be a good idea, but for a different reason. The uproar might force the company to reconsider whether it should be rewarding people in this way in the first place. If performance-related bonuses cause so much bitterness when made public, the answer may not be to keep them secret but to

Still on performance pay, do we really have to call the new long-term incentive plans "L-Tips"? The name sounds like the things we cleaned our ears with until the medical profession told us that we would do better to leave our ear wax alone. Moreover, an initial followed by a word has an old-fashioned sound to it (G-Plan, A-Line, G-Spot etc). Most inappropriate of all, the word "tip" usually refers to the extra quid or so that you give to the cab driver, or the shilling you Utilities stand to get if they can get their "L-Tip" past the shareholders.

Management experts and writers have traditionally made rather heavy weather out of the subject of leadership - they have come up with at least 70 rival definitions of what a leader is. But children seem to have no such difficulty. In the July/August Harvard Business Review. in a section titled "Strate-gic humour", they asked children to draw what "leadership" meant to them. The best picture is of two people on horseback, one in front of the other. If you follow me, I am the leader," it says. Just so.

I have been sent a promotion pack inviting me to "Lighten up!" by buying a poster with a cartoon

brought your tea - not the millions of pounds that the bosses of United etc. The pack contains the usual sort of thing, with messages from delighted customers: "They show my people I have a sense of humour," says a bespectacled man in a grey suit. (They show nothing of the kind, but that is beside the point.) What caught my attention was "research" that purports to prove how essential these posters are. Quoting "a recent university study" (it didn't say which) the pack states that motivational posters increase "general satisfaction levels" by 18 per cent and produc-tivity by 10 per cent.

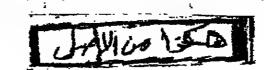
punctuality, absenteeism, waste,

These laughably untrue "facts" seem to be becoming widespread in the marketing of gimmicky management products, books and seminars. This might be something for the Advertising Standards Authority. On second thoughts, managers stu-pid enough to believe that they can improve motivation by buying a poster don't deserve protection. They deserve the sack.

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ARE YOU LOOKENE SHORT CUT TO SA

■ In the light of Wafic Said's £20m gift to Oxford University, Della Bradshaw considers business school fundraising

A taste of immortality

Trom Fugua to Wharton and Kellogg to Katz, in the US business schools have been eager to adopt the name of generous benefactors in order to rake in the cash. Sitting somewhat measily among the likes of Simon, Sloan, Stern and Smeal is the latest business school benefactor, Wafic Said.

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The decision by Said to give £20m to the School of Management Studies at Oxford University — to be renamed \$1.50 Said Business School — puts the Syrian-born entrepreneur in the top leasure of Inginese school benefactors. league of business school benefactors.
A decade ago it took a donation of just a few million dollars to persuade a business school to put a benefactor's name in lights. Twenty years ago schools were often simply named after notable local business people.

"It's amazing the huge sums of money that are being given these days," marvelled the spokesperson for one major US business school. "I guess these people must be just trying

to buy immortality."

Even in the US, which has a far longer tradition of this form of spon-sorship, £20m is a figure to be drooted over. It has outstripped the recent Graduate School of Business at Babson College, in Massachusetts - now called the Franklin W. Olin graduate school of business.

In the UK, Said is clearly setting the pace. Sir Paul Judge gave 18m to Cambridge University to set up the Judge Institute and Oxford's Templeton College received just a little more than £7m in two tranches from Sir John Templeton.

Oxford is largely unrivalled in bustness school terms in being able to draw in £27m from just two benefactors. Indeed, the university was able to exploit its idiosyncratic college system to enable it to name two planks of its business education infrastructure - a college and a school - after different benefactors.

The donation has been welcomed throughout the business school com-munity because it raises the stakes for potential benefactors and raises the profile of business as an academic subject. "It sends the right signals," confirms Claire Pike, secretary-general of Insead, the international business school, in Fontainebleau,

government funding for graduate management education, UK institutions are not alone in looking for sponsors. In the past year two of Can-ada's 28 business schools, at the universities of Western Ontario and York, have succumbed to the trend. But in return for re-naming their schools each received only about half of Oxford's 220m. In the US only Har-vard, Chicago and Stanford among. the big name schools have retained

their names and brand images.

Of Said's £20m, which requires "matched funding" - the university has to raise a further £20m in order to get Said's money - the lion's share will pay for the construction of a building in central Oxford.

Buildings especially executive cen-

Buildings, especially executive cen-tres, have proven particularly popular in the US for would-be beni who cannot afford - or are not able to endow the whole school.

The University of Virginia business school, for example, was dubbed the Darden school in the mid 1970s after Colgate W. Darden, who trailblazed business education there. So when local magnate Thomas Saunders

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recently gave \$10m (26.4m) the school agreed to name the spanking new centrepiece building on the Darden site as the Saunders Hall and promised to name an executive centre after him as

For those who cannot afford even to endow a building, professorial chairs are the next rung down on the ladder. Scanning down the faculty list of any business school reveals the extent of the practice. At London Business School 25 out of the 110 academics are funded, all but one in the name of a

In the US between a third and a half of all faculty hold funded positions, mostly in the name of individuals -or even husband and wife teams.

This odd ritual is not restricted to the lower echelons of business school staff or the more lowly under-funded schools. Perhaps the most famous dean of all, Donald Jacobs, Kellogg's long-standing dean at Northwestern University, who revels under the name of America's "dean of deans", should, it appears, be more properly referred to as the Gaylord Freeman

The pound in your pocket

Course fees and corporations keep the wheels turning

Twenty million pounds may So far Insead has raised sound like a huge sum of FFr240m including FFr200m of money, but it does not go very pre-launch funds. far when it comes to running a modern business school.

It costs about 21m to fund a professorial chair, with the accruing interest paying the professors' wages. An endowed scholarship costs around Pike, secretary general at £400,000 to set

A relatively Most fundraising have enabled small school, such as London involves talking a large number of Business School (LBS), spends £6m a

year on academic wages forther £4m on buildings and premises. While the gift from a single large benefactor makes head-

line news, most fundraising ber of organisations into each giving a small amount of шопеу.

Insead, in Fontainebleau, near Paris, announced an aggressive fundraising campaign last September. Its plan was to raise FFr700m (£87m) of fresh capital over five years to fund research at the school.

The money has come from individuals, alumni and corporations, with a higher propor-

companies than you would expect in the US. says Claire

Insead employ nine organisations into members for the forthcomgiving a small ing academic amount of money year, including seven profes-

> fees. This is particularly true for younger schools, such as Fuqua at Duke University, where the alumni have neithe the financial nor corporate

> ings.
>
> Last month Fuqua started its first global executive MBA programme, with each of the 45 students paying \$75,000 (£49,000) to join — an upfront income for Fuqua of nearly

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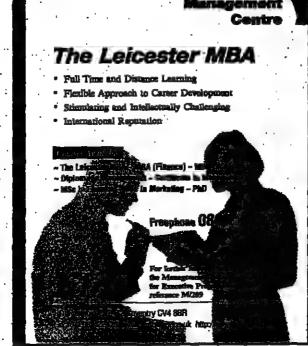
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2-5 Sep	כ	Information Superhighway Stansait Assa '96 Exposition & Conference	200	15-15 Oct	Ξ.	High Life - International Trade Fau lur Consumer Goods	200
5-6 Sep	-	Moneyworld Asia, Surgapore 96 (incorporating Australia & New Zenland Business World, Singapore 96)	160 *	16-18 Oct		HRD Asia 36 - 3rd Prenner Human Resource Development, Instructional Design and Traum Technology Eahibition	290 ng
9-11 Sep		APPEC '96: 12th Asia Pacific Petroleum Conferen	ie 35	17-20 Oct	_	IPEX Asia *96	370
_		(incorporating a track exhibition)		22-24 Oct	-	Replitech '06	1141
12-15 Sep		Appliances & Electronies Asia	2(4)	23-26 Out	Ξ	IDF- International Design Forum	2003
		Singapore International Food & Beverage Fair %	70	24-26 Oct		ATM '96: Asia Travel Market '96	200
18-20 Sep (7) Europe Selection Fashion Fair INTEX '96: International Textile, Trun and		70	34-37 Oct	Ξ	India Expo *96	2(41	
		191	29-31 Oct	_	Тутехра Амя	**	
24-Z7 Sep		Ready-to-West Exhibition RLP Asia 96: Refining, LNG & Petrochest Asia 9	6. 293	31 Oct-3 Nu		SAVE International: Singapore International Audio Video Exhibition	35
•		(in conjunction with OSEA '96) OSEA '96: Offshore South East Asia '96	1367	ti-P Nov		Project & Contract Van 96	200
	_	(in connection with RLP Asia 96) (AIF)		10-14 No	-	9th Congress of the Federation of Asia & Occa-	maa 50
75.77 Sen	۲.	COMDEX Asia at Singapore Informatics 76 (AIF)	1888	}		Permatal Societies Exhibition	
•		Marichem Asia '96	- 8u	10-17 Nov		Singapore Motor Show '96	150
	•			14-17 Nos	-	INVEST 96	741
3-11 Oct		ENEX 96: Electric Asia / Asia Electronic	500	Ì	-	Homepride Asia 96	50
		(Incorporating Electric Asia '96, Lighting Asia '96, Power Generation Asia '96)		21-22 Nov	-	1996 Asia Pacific Detreatives Exhibition	40
120-		GLOBALTRONICS '96	1600	23 Nov. 1 Dec	-	Season	100
-12 Of1		(incorporating Electropics Subcontracting/	NOO	36.30 Nor	-	MTA '96	1540
		OEM Asia '96, Nepcon Asia Pacific '96,		1	-	(incorporating MetalAssa '%, Autom \sia '%),	

South China warning Sexual harassment is becoming a hazard for business travellers in southern China. Approaches may be followed by extortion, warns the UK Foreign Office, and sometimes by threats of

violence from accomplices claiming to be police officials. Anyone suspecting a trap should insist on seeing credentials, check them carefully, and refuse to sign anything they do not fully

Meanwhile, drugged food and drink is a risk in Bulgaria, where violent robbery has been on the increase.

particularly on trains and around the main railway station in Sofia.

Promise on airfares There is only one way fares across the north Atlantic will move: down. Thus British Airways' chairman. Sir Colin Marshall, reassures those still sceptical about the impact of BA's proposed alliance with American Airlines.

According to American Express, business-class fares between the UK and the US have risen an average of 10 per cent over the past year. Aiready Europeans buying

seats in business cabins have been lumbered with bigger increases than those flying first or economy. Amer says prices between Europe and north America rose faster than on other routes - by an average of 9 per cent.

Prime site for hotel A new Pentasula Hotel is planned for a site near Sydney Opera House. Subject to regulatory approval, it will be built on land between the ferry terminal at Circular Quay and the Botanical

The aim is to open the finest hotel in Australia in time for the 2000 Olympics.

More routes for Virgin

low-fare airline, Virgin Express, is to launch new scheduled daily services linking Brussels with Geneva and Copenhagen. Fares on the two routes will start at BFr2800 (£57.50).

Jakarta service hitch Politics has delayed the start of a proposed new air link between Seattle and Jakarta which was due to start this

Northwest Airlines wants to fly to the Indonesian capital via Osaka, which would have cut the present journey time

Janan has refused permission. for Northwest to operate the service under what the airline claims are its historic

intra-Asía traffic rights. In the hope that all this hickering ends by then, Northwest has pencilled in October 1 as the new start date for its Jakarta service.

Music in Berlin Time off in Beriin? The city is making a virtue of necessity this summer by turning its building sites into outdoor concert theatres.

With the government and parliament moving in from Bonn by the end of the decade more than 300 projects are

including more than 60 new hotels. Not content with offering guided tours of developments such as those or the Potsdamer Platz, once a wasteland, the city is drowning out the clang of

scaffolding with entertainment from opera to Cuban salsa. Until August 25, musicians, singers and medians are performing ou 10 stages at construction sites along the Friedrichstrasse, for example, and at the Brandenburg Gate.

Among those appearing is the Batseheva Dance Company from Tel Aviv. Visitors can pick up information from the infobox on the southern side of





A Peruvian hotel's surprise stars

Roger Bray describes a revival of travel to Latin America

man is proposing to open a five-star hotel in Lima with a dolphin pool in the lobby, a bizarre project that provides, nevertheless vivid evidence of a resurgence of travel to Latin America in general – and Peru in particular – which has put heavy pressure on room prices. Economic revival and the softening of the terrorist threat

from rebel group Shining Path has brought business and eisure travellers flooding back to the Peruvian capital. Occupancy rates in the city's luxury hotels have been hovering around 90 per cent, making Lima's rooms some of the most expensive in South America.

Average rates now range from

to Ely Garcia, Latin American

tional hotel experts Horwath Consulting, "Prices have shot up since the economic turn-round and are now parallel with those in Buenos Aires and São Paulo," he says. One UK travel company specialising in flights and tours to Latin America reckons hotel rates in Lima have risen by up

regional director of interna-

to 70 per cent. An important reason for pressure on prices is that the South American "grand tour", taking in Brazil, Argentina, Chile, and the Inca sites of Peru at Machu Picchu and Cuzco, is back in vogue. Peru is regarded as largely safe again. Chile has emerg

memories of the oppression in Argentina are fading.

The recently announced alliance between American Airlines, which dominates the market between North and South America, and British Airways, which will feed European passengers on to American's flights, can only increase the pressure on hotel rates.

Encouraging news, however, is that there has been a conntervailing boom in hotel building. Ontimism about the future for hotels in the region was reflected in a report last year from the Economist Intelligence Unit, which predicted high rates of growth in Peru. steady advances in Brazil.

Prospects for Argentina were poorer, it said.

The 250-room Lima hotel, Los Delfines, which looks set to stir up controversy among wildlife conservationists, is not the only imaginative project planned in Peru. In Cuzco, for example, a colo-

nial-era convent is being converted to luxury accommodation. In the capital, elegant residential property is being turned into boutique hotels. And Oro Verde, a Swiss-owned company based in Ecuador, will open a five-star de luxe hotel there towards the end of this year, according to Garcia. "Chile is also booming, there is not taking place at the same rate as in Peru." he savs. Average occupancy rates in luxury properties are close to 90 per cent. Kempinksi, Inter-Continental and Howard Johnson are all developing propertion there.

Hotels in São Paolo, Brazil, are fuller this year, and prices are reflecting that, says Ricardo Mader, a partner in Horwath's Brazilian arm. "A big growth in demand

has forced rates up from \$160 to \$170 last year to between \$200 and \$240. But development plans should increase the city's total stock of hotel rooms from about 2,000 to more than 3,000."

catching projects are under

that of a grimy industrial city. but a Brazilian developer is building a palatial 120-room hotel there in a rainforest park. And on the Rio Negro, a tributary of the Amazon, the model "eco hotel" is planned, using materials which harmonise with the surrounding jungle and the latest techniques for waste disposal and energy conservation. It will provide a centre where locals will be trained to work in the

catering business There is less bounce in Argentina. Ricardo Mader says hotel occupancy has fallen towards 70 per cent.

It is an estimated 2 per cent to 3 per cent below last year, mainly because the country's

have been on 16 flights in as many weeks - perhaps not as many as some globetrotters but enough to keep me away from airports for a time. These flights were in the so-called first world and third world, and were almost exclusively with United Airlines and Iran Air. I expected the two airlines to be different - but not quite in the way that tran-

I flew United from London to Chicago, Denver, Jackson in Wyoming and San Francisco. The flights across the Atlantic were fine. Even my requests to be upgraded were rejected with a smile. There were no delays and the service and food

United's in-flight entertainment

ours) from which there is no lers who keep encountering the

The real disappointment came with United's domestic services, where I was expecting the best of US efficiency, competition and service. Quite the reverse. The interior of the aircraft to Denver resembled a seedy motel room. The seat upholstery was in dismal stripes in worn colours amid a dull grey sur-round. The telephone and fax were incongruous in such unpromising surroundings, but were invaluable for alerting those meeting me that

the flight was delayed.

foil, one snack-pack was a bag of crisps. On another flight I was presented with a bag of tortilla crisps and a little tin for hunch. Pulling the ring-handle revealed a thick black sludge. The description was spicy black been dip.

When airlines serve up the unexpected

oled myself with the leaflet congratulating my "smart" choice and giving me the reascuring news that the tin and bag of chips had been "designed by our team of Master Chefs and Nutrition experts". I have no wish to pick on United particular, since the experience nal flights, where competition has driven down fares and service. Indeed United was even voted best US domestic airline this year by readers of Executive Travel magazine. The airline says it recognise there is a difference between its trans-Atlantic and domestic ser-

A few days after my return I was back on aircraft, this time with state-owned Iran Air for a threemonth visit to that country. Other airlines fly to Iran from Europe, including British Airways and Lufthansa, but I use Iran Air regu-

vices and is trying to narrow the

larly because of its discounted Things did not start well. The

queue waiting to check in at Heathrow entended into the far distance. But there were no queues at all at the airline's first-class desk. For a long time after the 1979 revolution, Iran Air abendoned classes, but it has now reinstated them.

This is the airline of the Islamic Republic of Iran, so alcohol is not served and women are remested to wear beadscarves. The airline dispenses with glossy magazines, except on a few flights, and the inflight film will not be a Holly-

wood blockbuster. But the interiors were bright and clean. Main meals - usually saffron rice with chicken or rice with dill, broad beans and lamb - would always be accompanied by a salad or two. On a onehour domestic flight from Tehran to the desert city of Yazd, the spack meal was perfect a piece of cake and a fresh orange.

Overall, the standards of service and food exceeded expectations, particularly since domestic air fares are even cheaper than in the US. The most expensive fare, thanks to Iran's weak currency

> Scheherazade Daneshkhu

typical of most American inter-

Future of player power

same movie, or for those unhappily

positioned in relation to the screen.

But I think it is a much better

system than the individual TV

ple, is so proud.

creens of which Virgin, for exam-

Any benefit from a wide choice of

programmes is mitigated by the

small in-seat screen and its proxim-

ity to your face. Moreover, the

seats are tailer to accommodate the

eye-level screens, so that if you

have the misfortune to be in an

inside seat, you are in a kind of

Freakish-sounding sums are being offered to basketball stars. But there is a pattern at work, says Michael Thompson-Noel

we beard we would think that all big-time sports were deep in trouble. Avaricious sponsors. Piratical media companies. Brass.hut. toned (and brass-brained) administrators. Brattish sportspersons enervated by stupendously high earnings and nonstop pampering.

Heard all this? Of course you have. But occasionally the complainant is so distinguished that his words carry authority. Last week, for example, America's Carl "Eight Gold Medals" Lewis, arguably the finest Olympic athlete of all, claimed that athletics was doomed in the US unless those who ran it sharpened their act. Lewis, 35, was on his way to Atlanta, where he is bidding for an unprecedented fourth consecutive Olympic long-jump gold. He said he did not think US athletics had progressed as it should have done in recent years. Unless it changed, it was

doomed". Lewis has always been seen as an odd bod - too flighty and glamorous, for one thing, and for his views on sport to have received a full hearing. But it so provocatively at the Los Angeles Games, where, among other feats, he won the 100 metres by the biggest-ever margin. And his career is virtually at an end. As a result. he is starting to be admired. People are even listening to "I feel like I've put in 15

f we believed everything years in the sport to try to get somewhere and I feel like it is drifting back to where it was when I started," said Lewis, "That is really depressing." Specifically, he attacked college and school coaches, who play significant roles in Ameri-

can athletics. Said Lewis: "I'm a professional athlete, but I have to deal with Mickey Mouse college people." The sport needed a new marketing strategy that attracted fans by winning the involvement of top athletes. "We've lost the kids, the fan base. I would not want my kids. to be in something that's not progressing. I would want them to be in something that's going to grow, not stagnate." Lewis, of course, is famously single. What he meant, he explained, was that he would not want his friends' children to take up athletics.

A top official, Ollan Cassell, reacted sourly. Lewis, he main-tained, "should look at his ank account and his garage if he believed the sport was fading, "He's one of the most respected athletes that we have. But I would think . . . he would like to review where the sport has going. He should look at the last two years, at the media exposure and the spectator attendance. They are better than they were 10 years ago." earnings in athletics, they are dwarfed by the money avail-able in American basketball. What isn't? Michael Jordan

recently re-signed with the Chicago Bulis for \$25m (£16m) to \$30m for a single season. Juwan Howard and the Miami Heat have agreed to a sevenyear contract said to be worth

> Another Miami ster, Alonzo Mourning, is looking at a seven-year deal worth \$112m. And Shaquille O'Neal has moved from the Orlando Magic to the Los Angeles Lakers for \$120m OVER REVEN SEASONS. Basketball is usually por-

trayed as freakish in terms of

money deals and player power. But happenings in basketball may foreshadow the way things are going in pro team sports worldwide, including, especially, European soccer. don't have any problem with NBA salaries," says Stan Kasten, president of the National Basketball Association's Atlanta Hawks as well

as baseball's Atlanta Braves. calmingly. "It means revenue in the league is good." comparison, New England quarterback Drew Bledsoe has the highest US National Football League contract - \$42m over seven years - while baseball's fattest contract is Barry Bonds' \$44m, sixyear deal with the San Francisco Giants. Mario Lemieux. the highest paid player in America's National Hockey

League, is getting approximately \$49m over seven years at the Pittsburgh Penguin "There's no question that the NBA pot has gone up as the league has prospered," says agent Tom Reich, who repre-

sents baseball and hockey players, including Lemieux. The growth in NBA revenue has been astronomical. Other sports don't have that largesse to split among so few players."

Boxers, golfers and tennis players have topped \$10m in annual earnings, much of it accounted for by commercial endorsements. But stars in team sports have never previously seen nine-figure pack-

Claims Kasten: "That is what a good economic system, that allows the [NBA] to function at maximum efficiency, yields. In basketball, there's a connection between salaries and revenue. For every dollar that goes finl player salaries, it means more than a dollar is coming in. What's happening makes

perfect sense." Bumper sports salaries infuriate countless folk, though not, as it happens, me. I go with the flow. So far as I can see, the latter-day inflation of sports earnings is inevitable and irreversible. It is part of what is happening in cyberspace. TV companies need sport desperately. Indeed, to be sophisticated you would have to view companies that own sports teams as emergent media companies. Sport is media "content" writ large. Increasingly, the companies that own this content will

want to broadcast it. But if salaries in pro basketball are any guide, the people who own the media companies that own sports teams may soon be . . . the players -



O'Neal, or, in English soccer, Ryan Giggs and Alan Shearer. Think about it.

■ Prices were strong at last week's annual Keeneland July yearling sale in Kentucky. This is the world's premier sale of juvenilé racehorses. Prices were never likely to match those of the early 1980s, which were fuelled by a once-in-a-century buying spree by the ruling Maktoum family of Dubai. But last week's Keeneland average price was 42 per cent higher than last year, at \$349,880, and the sales total was 26 per cent up, at \$58.4m. Four yearlings fetched \$1m-plus.

Top buyer was Japan's pony-tailed Fusao Sekiguchi, 60, president of Meitec Corp. a computer software company in Tokyo, who spent \$5.8m on seven yearlings. These included the sales topper, a \$1.7m bay-coloured colt by Storm Cat. Sekiguchi, a successful owner, said that racing horses adds "dreams and romanticism to life". However, Prince Fahd Salman of Saudi Arabia said he thought Keene-

land's prices too high. "You have to be very sensible when

it comes to buying." At present, Japan rules racing's roost. Recently, the Maktoums sold the England-based stallion Lammtarra, winner of the English Derby and Prix de l'Arc de Triomphe, to a Japanese syndicate for a sum not unadjacent to \$30m - eye-popping, as 1990s stallion values

Last week's Reengland sales catalogue was available on the Internet three weeks before the printed version. In future, bids may hurtle in from cyberspace.

SHARP Rich enough to own teams? From left: basketball's Shaquille O'Neal and Michael Jordan, and soccer's Ryan Giggs and Alan Shearer

James E. Baseett, Keeneland's director, said that if "confidentiality and integrity of bids can be maintained, then bidding over the Internet is a possibil-

Horse racing is the costliest sport. Quite soon, a virtual reality version may spring into being. The whole thing -breeding, buying, training, racing, betting and cyberduggery could be conducted over a global fibre optic network hitched to massively parallel super-computers. Then we the Maktoums and Sekiguchis.

I n the 1980s there were sometimes up to 35 cranes stretching their long necks in the sky around St Paul's cathedral, in the City of London. Recently, I counted 14 cranes. Property developers

Around Britain there is more gentle movement, and the government is steering local authorities towards renewal of their town centres and away from out-of-town expansion. New uses are needed for town centres, and it is clear from the cranes that regeneration is now the name of the game. Where does architecture fit

Colin Amery · Architecture

Why Paternoster Square's fate is symbolic

in? The government and plan- onstrated is exactly how good ners want better design and I would judge the public mood as one that will be critical of rampant mediocre development. But in company boardthat good architecture is something you tack on to a scheme if you have to.

What no one has really dem-

architecture affects the bottom line. What is easier to show is how bad architecture can radically alter people's lives.

It is a challenge for archirooms there is still a feeling tects to add quality to the development equation. I have long felt that what they suffer from is inability to understand the financial world. Their

for commercial activity. In ing money from the national fact, their job should be to demonstrate that good architecture is good business.

In London there is one important site waiting for, and deserving, redevelopment of the highest quality - that old chestnut, Paternoster Square. alongside St Paul's cathedral.

training does not prepare them If ever there was a site deservlottery, this must be it.

Why is a fortune to be spent on a forsaken peninsula in remote Greenwich, well downriver from central London, on a trendy millennium exhibition that no one wants? The proposed exhibition should be scrapped and the funds given

to British cities that need intelligent renewal. Today, the chief representa-

tive of Mitsubishi, the Japanese owner of most of the Paternoster site, arrives in London for a presentation of the new proposals for this difficult area. He will be shown a revised plan that attempts to show that commercial viability

is just possible providing the site is more intensively developed as offices. The current proposals, which have planning permission, will almost

certainly be scrapped. The presentation will avoid matters of architectural style. No mention will be made of alternative ideas for the site uses and bring an urban liveliness to the site. At this rate, Paternoster Square might as well be renamed the Mitsubishi Megastructure. With all its proposed underground servicing. it is really one great big office building.

Is it so unrealistic to hope that an opportunity would be grasped for making the entire area around St Paul's part of an imaginative plan that anticipated the revitalisation of 4. London? London will change dramatically in the next 20 years. The key is to make the heart of it a place where people want to work and live.

Bearing to the state of

SHA WALL

rise sta

Aimeria

ARTS

STRATFORD-UPON-AVON

BAYREUTH

Experience a second childhood

Jackie Wullschlager welcomes the birth of an exhibition tracing the lives of the very young over the last five centuries

n ancient Rome, infanticide was so common that the most popular manual for parentsto-be was a treatise called How to recognise a new-born that is worth rearing".

Today's parents, by contrast, pore over childcare guru Penelope Leach's liberal advice and suffer paroxysms of guilt if they leave a baby to cry. One of our favourite truisms, as we congratulate ourselves on the child-conscious 1990s, is that a society is to be judged by how it treats its children.

Yet all the signs of our involve-ment with childhood - the cult film Kids, for example, or the success of Baby & Co. a new consultancy sunplying designer baby gifts, or the compulsion of many broadsheet columnists to regale us with details of their domestic lives - suggest that do not in fact engage with chil-dren: we hijack them to glamorise our own adult lives. And so it is that our sense of childhood past, from Phillipe Aries' seminal Centuof Childhood to Lloyd de Manse's controversial pro-1990s Hisdren but on the history of adult

attitudes to them. A notable exception is the Bethnal Green Museum of Childhood, in east London, with its three recently launched galleries. The first, Birth and Infancy, reopens this week to include exciting acquisitions and a new display which shows the lives and sansations of the very young

over the last five centuries It is hard not to hear echoes of Penelope Leach in the baby-friendly themes - Sleeping, Feeding, Mobility, Health - of the new ambition spaces. The child-culture they evoke, however, ranges from the idvilic to the horrendous. Take two of the prize items which you first encounter. First, the world's oldest swaddling band, linen and lace, from 16th-century Italy - to keep baby warm, but also to bandage limbs, curb the base instinct "to go down upon all fours as animals do"; possibly even to hang baby up on a wall, like a picture. Next to it, a mahogany and ormulu cradle with a carved swan made for aristocratic Georgian babies. It came with a rocker and a woman was employed 24 hours a day to swing the crib. A rare illustrated birthing manual. Jacobus Rueff's De Conceptu et Generatione Hominis (1587), which was

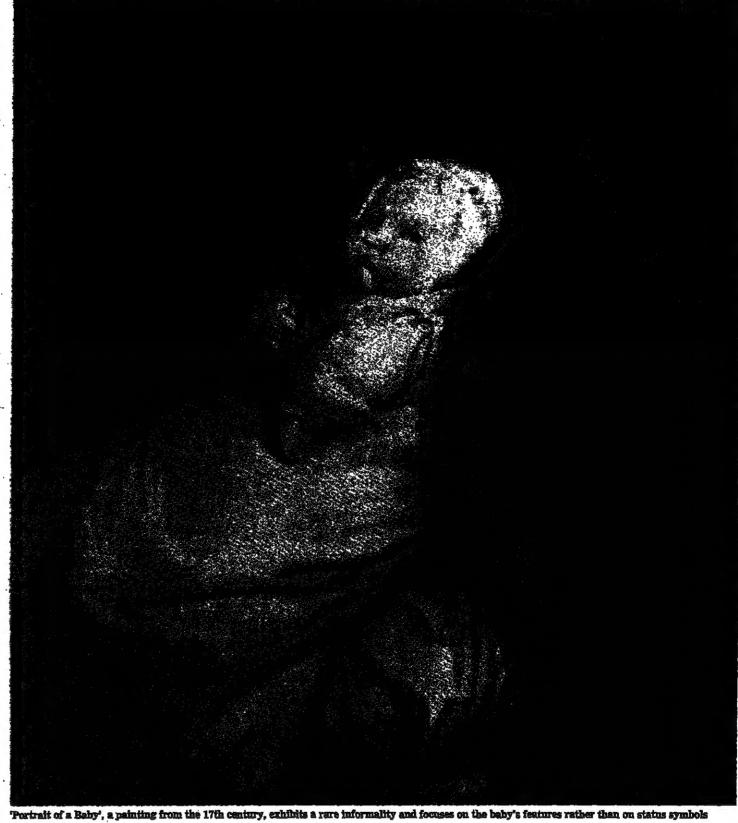
distributed free to all Swiss midwives, has inspired one of the more ghoulish interactive displays models of ancient birthing chairs

which visitors can try. Or you might pop a child on a tiny oak pulpit commode, equipped with miniature chamberpot and with holes bored through the back for straps to tie an infant in for as long as necessary. Early prams — three wheels with an unright seat — look punishing, too. They were retained until 1880, when a law banning four-wheel vehicles from footpaths was repealed.

It is the quirky details which give sudden insights. A child's 17th-century linen shirt, for example, was the focus of a rite of passage. A garment belonging to the parent of the opposite sex was cut down and sewed to form an infant's first shirt. folk tradition held that it would confer sexual attractiveness on the child. Barly textbooks with bawdy doodles tell us how much a 16th or 17th-century schoolboy knew about sex. It was not until childhood began to be celebrated as a distinct that deliberate attempts were made to keep children innocent. -

id early parents care much about their children or were they, as Aries asserts, unwilling to invest emotional capital in them because of the high infant mortality rate? Historians are still arguing over this question. A newly discovered 17th-century purtrait of a baby from the circle of the English painter Mary Beals is a highlight here and remarkable because it is among the earliest known examples of a baby painted alone, and suggests that before the 18th century parents loved their infants enough to commission expensive likenes Most early portraits of babies depict royal children and are gener-

ally adorned with the trappings of wealth and dynasty - medallions, rich adult clothes and jewels. They were often painted to mark childhood betrothals linking two powerful families. This picture, on the other hand, has a rare informality and focuses on the baby's features rather than on status symbols. And the baby's ruddy cheeks make it a celebration of good health which contrasts sharply with the memento mori image of one of the gallery's



most poignant pieces, a wax effigy of a dead baby prince which a Portoguese family left at a Canterbury coaching inn in the 17th century. This display is part of an ambi-

tions scheme towards a permanent History of Childhood exhibition, to include Early Years and Growing Green is seeking national lottery funds. As it stands, the Birth and Infancy gallery is fascinating but

too small and unrepresentative to be anything but a taster. Descriptions are scanty. What is the point. for example, in showing Victorian pin cushions given to mothers after childbirth, without the explanation that during pregnancy women were advised to keep away from pins, which were held by folk custom until the 1920s to worsen the pains of labour? The lack of a catalogue is woeful. And the failure to exhibit

any item from the marvellous Renier collection of 80,000 children's books, acquired in 1970 and including a 1585 printing of Aesop's fables and some fabulous first editions of fairy tales, is a scandal. In 1988, Sotheby's loan exhibition

Childhood showed the immense richness of material in this country - paintings, clothes, objects, books - which could contribute to a comprehensive gallery. Manchester City

Matisse – Bonnard, Une Amitié:

exhibition to examine the friendship

between Matisse and Bonnard from

the 1920s to 1947. The exhibition

includes paintings, drawings, photographs and letters written by

Centre Georges Pompidou Tel: 33-1-44 78 12 33

shows a collection of contemporary

Dessins contemporains du

Musée de Bâle: this exhibition

drawings, collected by Dieter

Kunstmuseum Basel: to Sep 30

James Coleman: this exhibition.

shows installations of this Irish artist,

Imaginaire irlandais" that takes place

in Paris from May until September;

■ SAN FRANCISCO

Koepplin, the curator of the

and is a part of the cycle "L'

Sep 1

II NICE

EXHIBITION

the artists; to Oct 27

PARIS

EXHIBITION

Art Gallery's 1992 Innocence and Experience show, taking the theme up to adolescence, widened possibilities. There is the potential here for a magnificent national museum of childhood which could transform our understanding of social history. Bethnal Green should think big and dynamic, and make it happen.

Bethnal Green Museum of Childhood, Landon E2, (0181 980 2415).

Gutsy Tina Turner still full of vim

is a pity that Tina Turner is so famously old. It is impossi-ble not to wonder at all the wrong things: the nimbleness with which she keeps up with her backing dancers at the frenzied climax to Proud Mary; the enormity of the shortness of her dresses, which would challenge the confi-dence of a 17-year-old, let alone someone 40 years older, the energy she packs into a two-hour, non-stop steam roller of an entertainmen which presents rock music at its best - spectacle with emotion.

On the surface everything remains perfectly in place - looks, vim, and that desire to please an audience which has always been her greatest attraction.

There was one tell-tale innovation: a sedentary, semi-acoustic set in which she sings soul classics such as You make me feel brand new'. But this was only a temporary hitch to the dirty dancing. And even when she is seated Ms Turner manages to put more life into her performance than a tip load of Tiller Girls.

Soon she is up and roaring through her amazing catalogue -songs like 'Steamy Windows', superficially sordid but transformed by the tremendous fun with which she celebrates her sexual middle age; the meameric 'Addicted to love'; and her anthem 'Simply the Best' to which the vast crowd - I have rarely seen Wembley Stadium fuller was encouraged to sing along endlessly in a threnody of mutual

the cheerfully debunking 'What's love got to do with it' explains why Tina Turner is constantly building up a global fan club - she now seems to be an important icon for gays. Inevitably she, too, always gets her man, goosing her hunk of a saxophone player and rubbing up against her guitarists.

The vastness of Wembley inevitably drains away some of her person-ality and there was a worrying sign that she might be succumbing to a bad attack of Shirley Bassey disease a tendency to mangle her lyrics and to coast along on a provocative pout. And can we always be the greatest audience she has even come across in her roller coaster of a career? But everything ends happily. Tina

Turner has the knack of sending herself up without compromising the music. Few artists would synchronise their act with flickering film of the same song - 'River deep, mountain high' - performed 30

years ago. Her music perfectly matches her gutsy voice; her stage show is unstinting in its special effects; her musicians are top professionals. It is wonderful entertainment.

Antony Thorncroft



■ AMSTERDAM

EXHIBITION Stedelijk Museum Tel: 31-20-5732911 A Hundred Photographs: exhibition showing a selection of works from the museum's photography collection by Man Ray, Robert Frank, Ed van der Elsken, Nan Goldin and Nobuyoshi Araki; to Aug 18

BERLIN

THEATRE Theater am Kurfürstendamm Tel: 49-30-8813020 Schöne Familie: by Chesnot. Performed by Brighte Mira and Brigitte Grothum; 8pm; Jul 26, 27 (4pm)

COPENHAGEN

EXHIBITION The Royal Cast Collection Tel: 45-33 91 21 26 • Inspiration in Plaster, Antiquity and the Danish Golden Age: in the heyday of the Danish Golden Age

(1820-1850), the art of painting played an active role in the shaping of bourgeois values and norms. The Royal Academy's collection of plaster casts of Greek and Roman nude statues was an important inspiration for Golden Age artists. This exhibition focuses on the peculiar circumstance that the quasi-religious idolisation of the naked human body by an ancient culture could influence people's attitudes; to Aug 11

LONDON

CONCERT Barbican Hall Tel: 44-171-6384141 Orchestre Révolutionaire et Romentique: with conductor John Eliot Gardiner, soprano Charlotte Margiono, mezzo-soprano Bernarda Fink, tenor Michael Schade, bass Franz Hawlata and the Monteverdi Choir perform Beethoven's Meeresstille und Glückliche Fahrt, Op.112 and Symphony No.9 in D minor, Op.125; 7.30pm; Jul 23 Queen Elizabeth Hall Tel: 44-171-9210600 Eduardo Falu: the guitarist/singer performs Argentinian and Andean songs; 7.45pm; Jul 23

Royal Opera House - Covent Garden Tel: 44-171-2129234 Swan Lake: a choreography by Petipa/ivanov to music by Tchalkovsky, performed by the Royal Ballet; 2.30pm & 7.30pm; Jul

EXHIBITION. British Museum Tel: 44-171-6361555 David Le Marchand (1674-1726) - An Ingenious Man for Carving in works exhibition of works by this

French-born artist who settled in Edinburgh in 1696, Among the patrons who flocked to him for portrait busts and cameos were royalty, aristocrats, politicians and intellectuals; to Sep 15

Institute of Contemporary Arts - ICA Galleries Tel: 44-171-9303647

Gabriel Orozoo: the first solo exhibition in Britain by the Mexican sculptor. Orozco takes his cues from ordinary, often urban, settings and even more prosaic materials, such as a rubber inner tube, a lumpen ball of plasticine, a tin of cat food or the cap of a yoghurt container, from Jul 26 to Sep 22

■ LOS ANGELES

EXHIBITION Los Angeles County Museum of Art Tel: 1-213-857-6000 The White House Collection of American Crafts: exhibition featuring works by 72 craft artists working in the media of glass, wood, clay, fiber and metals. Artists from all regions of the US are represented, including Nathan Youngblood, Bennett Bean, Adrian Sexe, David W. Levi, Dante Marioni, Dale Chihuty and Suzanne L. Amendolara; to Sep 29

MILAN

DANCE Testro alla Scala di Milano Tel: 39-2-72003744 Ballet National de Marseille: perform the choreographies II Gattopardo and Coppélia by Petit; 8pm; from Jul 23 to Jul 27

■ MUNICH

Nationaltheater Tel:

49-89-21851920 La Traviata: by Verdi. Conducted by Jun Märld and performed by the Baverische Staatsoper, Soloists include Julia Varady, Silvia Fichti, Francisco Araiza and Marita Knobel; 7pm; Jul 23, 26

■ NEW YORK

CONCERT Avery Fisher Half Tel: 1-212-875-5030 Time-Warner Concerts in the Parks: The New York Philharmonic: with conductor Richard Westerfield and Chanticleer perform works by Berlioz, Fauré, Gabriell and Sametz in Prospect Park, Brooklyn; 8pm; Juli

DANCE

New York State Theater Tel: 1-212-875-5570 . Coppélia: a choreography by Maguy Marin to music by Delibes performed by the Lyon Opera Ballet. Part of the Lincoln Center Festival; 8pm; Jul 22 (7pm), 23, 24 (also 2pm) EXHIBITION Guggenheim Museum SoHo Tei:

1-212-423-3840 Mediascape: the Guggenheim Museum Solilo reopens to the public

Family Collection: a selection of

works from the Shumel Collection

The exhibition features Asian and ancient near eastern works of art

and also includes Egyptian.

Islamic and Roman objects; to

with this exhibition devoted to EXHIBITION multimedia and interactive art. It SFMOMA - Museum of Modern Art Tel: 1-415-357-4000 features 14 works by 10 artists; to Alfred Stieglitz at Lake George: The Metropolitan Museum of Art this exhibition of about 100 works Tel: 1-212-879-5500 investigates the late work of the Ancient Art from the Shumei American photographer Aifred

STUTTGART

Stieglitz; to Sep 22

OPERA Staatstheater Stuttgart Tel:

49-711-20320 King Arthur, by Purcell.

Conducted by Alan Hacker and performed by the Oper Stuttgert; 7pm; Jul 24 Musée Matiese Tel: 33-93 53 40 53

WASHINGTON EXHIBITION

Corcoran Gallery of Art Tel: 1-202-638-3211 Thomas Eakins and "The Swimming Picture": featuring Thomas Eakins' 1885 painting "Swimming" (formerly known as "The Swimming Hole"), this exhibition investigates the artist's creative process with preliminary paintings, drawings and photographs; to Sep 8 National Gallery of Art Tel: 1-202-7374215

 Olmec Art of Ancient Mexico: the show provides a panoramic overview of the artistic achievement of Mexico's oldest civilisation and explores their possible significance for Mexican culture. The 128 works on display include 17 Olmec monumental sculptures from Mexico's museums and archaeological parks, such Head from San Lorenzo and the dynamic Wrestler from the Museo

as the spectacular 12-ton Colossal Nacional de Antropologia, along with a group of Olmec objects in small scale from public and private collections around the world;

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16

Samuel Brittan

Risk of a cut too far

Another cut in UK interest rates would be a mistake, since the signs are that growth in the economy is accelerating

mons committee last week.

At this point people often

ask whether another quarter-

things. The first was that Treasury's principal economic More harm often arises from a misguided sense of duty than wherever he went in the counfrom enlightened self-interest. try he found reports of rising business activity. A few weeks Kenneth Clarke, the UK chanago there had been some cellor, may be tempted unselfexceptional blackspots, but ishly to take a risk with his these had largely disappeared. The second thing he told me own reputation in a vain endeavour to improve Tory prospects at the next election. was that he thought there could well be one more quar-In my Economic Viewpoint of July 18 I warned that interter-point cut in UK base rates est rates might have to be cut. despite domestic indicators to

the contrary, if there was an upsurge in sterling in the run-up to the election. What would be unforgivable would be to make a cut when there is no such upsurge. There has been a sea-change since the last base rate reduction and a gathering mass of evidence that the slowdown is gins were also rising for the over and the economy is now taking off. Last Thursday the

bullish the Treasury's own summer forecast is. In fact the forecasts show an acceleration from an annualised growth rate of 2 per cent in the first half of this year to one of 31/4-4 per cent in the second half. For the first half of 1997 forecast growth is still within this range. It is surely fast enough

Vacancies rise

(0000)

Vacancies at job centres

170

In addition, a continuing unemployment drop has been accompanied by a sharp rise in vacancies - 21 per cent up on a year ago. As Michael Saunders of Salomon Brothers has pointed out, they are now at their highest since 1989 and well above their long-run average; and trends here have frequently signalled a tighter labour market. But perhaps the most persuasive piece of evidence was the purchasing managers' index which rose by three percentage points in June to a level indicating rising business activity for the first time this year.

building societies reported the

biggest rise in mortgage lend-ing since the stamp duty holi-

day ended in August 1992. The

broad measure of the money

supply is still growing by 10

per cent a year, and the British Chambers of Commerce

Survey shows not merely a

high level of orders for the

service sector but a modest

uptick in manufacturers

orders, which have been the

lagging sector in the

These dry numbers are supported by plenty of direct experience. The other day I bumped into a British minister outside the circle of those who take part in interest rate decisions. He told me two adviser, mentioned to a Compoint base rate cut would

before the summer holidays. I also had the opportunity to question some London accountants. They all reported not yet a runaway boom, but a rising level of activity and inquiries, in property as well as in the retail trade. But I doubt if Eddie George, the Bank of England governor. would share the pleasure with which they reported that mar-

first time in this cycle. The practice of looking at a whole year at a time has blinded people to quite how to make a big dent in the capacity gap of "up to 3 per cent" which Alan Budd, the

really make the difference between stable growth and a reappearance of inflation. Of course not. But this very question illustrates one of the snags of the new system of moving interest rates by the small amount of a quarter of a per cent at a time. Admittedly the process is partially depoli-ticised and it is easier to react more sensitively to economic events. The disadvantage is that, as a result of a series of

small moves, a head of steam

can build up to drive the econ-

omy in the wrong direction

without anyone noticing until

it is too late. If there is to be a base rate cut after the July 30 meeting between the chancellor and the governor base rates will have fallen by 1% points from their 1995 peak. The initial reductions were highly welcome reactions to a slowdown in economic activity which took the Bank of England by surprise. When the last two small reductions were made in February and June, I thought that these might be justified provided the chancellor was

prepared to raise interest

GDP at factor cost

First helf 1995=100

J100

Forecast GDP accelerates

output as well as prices. A convenient combined cent, of which two percen outlook with an unnecessary

rates again if the balance of

dangers changed. But after each further move this reassurance becomes less convincing. For no chancellos likes to raise interest rates immediately before an election. Moreover, even if Mr Clarke is prepared to defy the conventional political wisdom, he still has to reckon with the prime minister who is liable to take much more interest in such decisions at a politically sensitive time.

And the lower interest rates go, the further they will have to be raised to reach a sustainable non-inflationary level. If the present underlying rate of inflation is subtracted from base rates, we get a real short-term interest rate of 3 per cent which is not outrageously high by any criteria nor very different from that of

etitor countries. Taking everything together, the chancellor is probably right to believe that the trend of inflation is still downwards from its present underlying 2.8 per cent rate. The Bank is also right to suggest that policy changes affect inflation with a two-year lag (probably more). The way to take such lags into account is not through the tea leaves of a formal forecast but to look at

asure of the two is given by nominal gross domestic product which is expected to rise in the present and coming financial years by 5%-5% per points is expected to be inflation and 3% points real growth. Sometimes this particular measure is misleading. for instance because of tax-induced increases in prices; and much more information would have to be published if there were a serious attempt to guide policy by nominal demand. Fortunately there are few such distortions at present and the nominal GDP projections give a picture of sustainable growth with modest inflation. Why then spoil the

LETTERS TO THE EDITOR.

Number One Southwark Bridge, London SEI 9HL

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Unfair judgment on the US legal system

From Mr Kevin J. Christensen. Sir, Re the article entitled "US death sentences 'racist' (July 17), I must take exception to the recent report of the International Commission of Jurists where a handful of foreign jurists suggested, after brief visits to a few US states, that the administration of lawfully-issued death sentences in the US was somehow "arbitrary and racially discriminatory".

I think it is beyond dispute that the US criminal justice system, while not being perfect, affords more protection for individual rights han any other known system of judicial administration. If anything, conviction and subsequent execution for a

capital crime in the U.S. is not arbitrary", but "infrequent". for any person, regardless of the colour of their skin.

While the alleged fact that 44 per cent of the US prison pulation is black may be an indication of substantial underlying social problems the further alleged fact that because 40 per cent of the persons executed in the US between 1973 and 1995 were also black and that, therefore, in the US, the administration of the ultimate penalty must be arbitrary and racially discriminatory is quite simply a non sequitur. The only fact this circumstance may suggest is that 40 per cent of the most

violent criminal offenders in

the US are, in fact, black.

Whatever the reason for this it is not helpful to suggest a racially motivated basis for the 10 per cent of black criminals who were sentenced to death and eventually executed. While the ICI may be "respected", it does not appear from this report that they are particularly objective. Moreover, I would suggest this is an extremely complex issue. Given its obvious complexity. I would rather suggest that the deductive approaches evidently employed by the ICJ are not appropriate, or even particularly reasonable,

presuppositions. In any case, if, indeed, the US's administration of the death penalty is "arbitrary and racially discrinatory", as

alleged by the ICJ, given the fact that the US, as your article pointed out, "is regarded by many as the world's leading protector of basic individual rights and freedoms", then the rest of the world must be in dire straits indeed. Perhaps the ICJ would care to inspect beaven for alleged human rights abuses, it is rumored that hell may not be entirely. politically correct in its dministration of ultimate justice either.

Kevin J. Christensen. Aubert & Pajares. attorneys at law. 3850 North Causey Boulevard. Metairle. Louisiana 70002

BAA burden

Sir, Lex (July 17) argues that the current proposals for regulating BAA's sirports are too lax because the Civil Aviation Authority's financial ojections take no account of BAA's scope for improving productivity. Wrong.

Just three examples: the CAA's projections assume that we can increase the number of passengers served by each employee by more than 4 per cent each year, they assume that we can build a fifth terminal at Heathrow at a cost 10 to 15 per cent lower than current projects, and they assume that we can sharply increase commercial revenues to offset loss of duty and tax free sales in the EU in 1999. At the same time they assume that we can spend more than £2bn on capital investment over the next five years, resulting in negative cashflow of £1.2bn. This is why we regard a price formula of RPI-3 as anything but lenient.

Michael Toms, director corporate strategy, 130 Wilton Road London SWIV ILQ

A sporting chance for design of euro

From Mr John Edward Sir, Joost Smiers has identified a profound problem for the launch of the EU single currency (Europa: "The right values for the Euro", July 12) the lack of any real debate as to what the design should be. Holding a competition among 30 designers, for a currency to erve 360m Europeans, shows little grasp of what a citizen's

Union should be. In the spirit of Mr Smiers' own suggested design - of seven cardinal values for the seven denominations of banknote - may I add to the debate with my own? Sport strikes me as one of the few areas of common European consciousness and one certain to get a decent measure of support. For instance, the Olympics, European Cup football. Wimbledon/Roland Garros tennis, the Tour de France. international rugby, golf's Ryder Walker Cups and Formula I Grand Prix must have enough fans throughout the Union. Choosing sport would also solve the problem of pleasing 15 nations with

Better still, have children compete to draw the designs. as it is they who will be left holding the euros when the present European Monetary institute is long gone. If the European Commission

can organise job interviews for 55,000 graduates simultaneously throughout the EU, a competition to design the single currency should not prove too problematic.

John Edward. II rue le Titleu. 1000 Brussels. Belgium

Huge liability of UK Private Finance Initiative

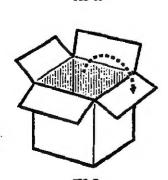
only seven designs.

From Mr A.D. Deacon. Sir. The capacity of the UK's Private Finance Initiative to generate the huge bidden fiscal liabilities referred to in Martin Wolf's critique ("A clever spending wheeze", July 16) is graphically illustrated in the Highways Agency's current business plan. This shows a 1996-97 provision for design, build, finance, operate (DBFO) road "shadow tolls" of £41m

expenditure budget). On June 10, this figure was confirmed by the roads minister while answering a parliamentary question in which he also stated that the shadow toll bill is expected to more than double (to £97m) in 1997-98, and to triple (to £123m) in 1998-99. Ignoring any additional PFI road projects, or traffic volume-related increas in shadow toll payments, these figures imply a total spending commitment of £3.7bn over the 30-year life of the handful of

DBFO contracts in question. It is for this reason that PF contracts require greater transparency and closer. scrutiny now, rather than waiting for the National Audit Office for House of Commans. Public Accounts Committee) to report their value for money checks as advocated by the minister in June.

A.D. Deacon Tamblebome. 18 Bourne Avenue, Selisbury, Wilishire, UK



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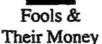




Page









(nearly one-fifth of the

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agency's £224m current - as

Portfolios



Foolishly





FOOL!



Research



Games

Wise enough to play the Fool

An investor is chatting to friends in a pub about the prospects for a favourite share When the president of the company wanders over and agrees to answer any questions. Not very likely in the real world, but that is exactly what happened a few weeks ago in

cyberspace.
On a Sunday evening at the end of June about a dozen computer users were discussing the soaring shares of Rain-forest Cafe, a fast-growing theme restaurant, in an online "chat room". Mr Martin O'Dowd, the company's president, joined the discussion and he and several other Rainforest executives spent an hour

responding to questions. The chat room was part of The Motley Fool, an investment forum that has become the most popular site of Amer-ica Online, the fastest-growing online service in the US. It is an example of how brothers Mr Tom Gardner and Mr David Gardner, founders of The Motley Fool, hope to give individ-ual investors access to the sort of information and analysis that was once available only on Wall Street.

Tom and David, aged 28 and 30 respectively, started The Motley Fool as an investment newsletter - "Ye Olde Printed Fool" - in 1993. But after signing up only 38 subscribers, they started posting investment advice on America Online and it was then that the service provider approached

them about developing a site.
The site offers nightly analyals of market activity, lessons about investing wisely and daily reports on the Gardners' own portfolio. However, the most popular parts of the service are the electronic bulletin boards and chat rooms where users can post messages about their favourite shares or join others to talk. (The site can also be found on the World Wide Web at http:// fool.meb.col.com but the web site does not include the bulletin boards and chat rooms.) There is an incentive for the Gardner brothers to keep the site lively: the bulk of their

Lisa Bransten on the strengths and weaknesses of America's most out to manipulate share prices, particularly those of smaller popular online investment forum

revenue comes from the 60 high-flying technology shares to old standards such as Genthem for each hour a user eral Electric and Chevron. them for each hour a user spends on the site.

The organisation's name comes from Touchstone, the brightly clothed, or motley, court jester in Shakespeare's As You Like It. His acerbic observations prove far more telling than those of his more serious counterparts at

In the world of The Motley Fool, smart investors act "Foolishly" by following advice such as taking a risk on the volatile shares of a fast-growing company and steering clear of safe mutual funds that often charge high fees to investors. The Gardners oppose the Wise, the desizens of Wall Street, whom they see as facing conflicts of interest such as being more focussed on earning commissions through active trading of portfolios than on the best interests of clients.

"People who make their own decisions will often exceed the performance and enjoy more happiness and more security ... by doing [their investing] themselves than by giving it over to someone else," says David Gardner.

The brothers liken Fool chat rooms to giant conversations around the company watercooler that draw information from the 210,000 or so people who visit the site each month. in the real world, says David Gardner, "the water-cooler talk is only on Wall Street where they take advantage of it and then slowly leak [the information] after they already have their holdings."

To prove they practise what they preach, the Gardners invested \$50,000 of their own money in equities two years ago, and each night they report on the day's performance of The Motley Fool Portfolio. The holdings, which are now worth

One of the smaller compa-

nies in the portfolio is lomega, a tiny maker of computer disk drives discovered in Fooldom long before any Wall Street analyst covered the shares. Several Fools became curious about the drives and one sent his parents to have a look at the company's plant in Roy, Utah. The Fool reported back that the car park had been full on a Sunday and on the basis of such observations the Gardner brothers bought Iomega last spring for the Fool portfolio at \$2% per share. The price soared to \$54 by late May while Fools who had invested in the shares developed a nearreligious devotion to the company. They called themselves lomegans and ridiculed anyone who dared to say anything neg-ative about the shares - even when the price hit 103 times estimated 1996 earnings.

The rise of the Iomega share price helped raise the value of the Fool portfolio - which is about a third in the disk-drive maker - nearly 102 per cent during the first five months of this year. This was much more than the 9 per cent increase in the Standard & Poor's 500 index over the period and the 18 per cent rise in the Nasdaq

But the Gardners' skill in dealing with a bear market is less certain. As the markets have wobbled in the past six weeks, the Fool portfolio has lost almost a third of its value compared with a loss of just 5 per cent on the S&P 500 and 12 per cent on the Nasdaq composite. And for all the money made on Iomega, much has been lost as the shares have fallen to less than \$23.

The growth of investment forums with online chat rooms such as Motley Fool has lately nearly \$127,392, range from raised another concern: that

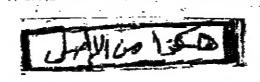
new breed of cyberfraudsters companies such as lomega. Postings on The Motley Fool and other online investment sites are generally anonymous, so there is no way to know whether or not someone posting negative news is really on to something or hopes to profit from a decline in the share

Mr O'Dowd of the Rainforest Café says one of his primary motivations for entering the chat room in June was troublesome hype he had seen posted online, including claims that the shares would soon hit \$100. Regulators have already expressed concerns about the potential for abuse of online investment sites. "It is surprising how investors are seemingly willing to accept com-pletely anonymous information as gospel," says Mr Steven Wallman, a member of the Securities and Exchange Commission, the US financial markets regulator. "I do think it is important that people resiise that it is really the equivalent of reading junk mail. It is unlikely that someone would be willing to share with you

their most valuable secret." The watchdog is investigating "more than a few" cases of possible manipulation, he says. He declined to be specific but America Online confirms it has turned over records relating to an investigation of trading in Iomega shares to SEC investigators,

The Gardners believe the interactivity of the medium will help prevent investors from getting burned by fraudsters. "If somebody comes on anonymously and intentionally posts false information . . a whole bunch of other people will come in and say, I just read that message and that message is patently untrue.

David says.
But they warn investors never to buy anything without conducting their own research. "Admittedly, we do have a getrich-quick scheme," they say. "It's called homework."



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Number One Southwark Bridge, London SE1 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Monday July 22 1996

The wrong target

What should have been a technical discussion over the design of the future European payments system has degenerated into an unnecessary battle for competitive advantage between the "ins" and the "outs" of mone-

nts

Countries which are likely to be s joing the first to adopt the suro, led by France and Germany, argue that only those who accept the duties of monetary union should win full access to the euro payments system, known as Target, and to the central bank over-draft facilities that go with it. The probable outsiders, led by the UK, want to treat Target as a utility not just for the euro area. but for the entire European Union.

They want access on the same terms as the "ins", without associated inconveniences such as German-style minimum reserves Both sides are fighting the wrong battle. If they were clearer about Target's purpose, they might see that it is not Target which will determine whether

Europe's new financial capital. Target, the Trans-European Automated Real-time Gross settlement Express Transfer system, is essentially a computer link between national payment systems such as the UK's Chaps. The link will enable a French bank to transfer euros to a counterpart in Frankfurt as easily as it could to the other side of Paris. If the payments systems might turn into a crisis for the financial system as a whole.

But Target's principal purpose is not to make life easier or safer for commercial banks; it is to provide a mechanism through which the future European cantral bank can transmit its monetary policy to the money markets, by injecting liquidity into the European banking system or taking it away.

As a tool for monetary policy, it clearly concerns only those countries which adopt the euro. If the UK does not join Kun, then the Bank of England has as little right to create euro liquidity as the Swiss National Bank, which would also like the to the tries.

also like to join Target.

Banks in the "out" countries need to recognise that they have other options for their crossborder payments, including tradi-tional correspondent banking relationships and private sector clearing houses.
"In" banks, on the other hand,

should not believe that privileged access to Target will solve their competitive weaknesses.

It is perfectly appropriate for European central banks to create a system under their control for the transmission of monetary policy within the euro zone. It is also appropriate for central banks to encourage the development of sound and efficient payment systems throughout Europe. But there is no reeson why Tar-

Brand Olympics

Now that the Atlanta Olympics are at last under way, the focus of. reterest shifts to the athletes and way from the commercial hoopla that surrounds the games. That is as it should be. But the way in which companies seek to exploit such global events offers some

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Modern-day Olympics have secome The Gathering of the Brands. Only the very biggest international branded consumer goods companies can afford the millions of dollars needed for effective sponsorship of this sort of event. Televised international sports competitions have created a super-league of top athletes and teams. In the same way, the scale of commitment required by sponsorship underlines the emergence of a super-league of global brands Such brands have become the identity badges of the global consumer society. How do you tell when you are in a poor neighbourhood of an otherwise prosperous economy? Because the big global brands are missing no advertising, no shop hoardings, no franchised fast-food outlets. The absence of the brands is an out-

enfranchisement of the poor. That is one reason why some people dislike the role of global brands. Another is the way in which the brands' omnipresent advertising imposes worldwide cultural homogeneity. A third is the barriers to entry brands pose to competitors from outside the

ward symbol of the economic dis-

charmed circle of multinational companies and G7 economies.

Yet there are some offsetting reasons to welcome the role of the brands. The pursuit of profit ensures that the branded goods companies are essentially inclusive rather than exclusive, perennially seeking to stamp more and more of the world's citizens with

They do provide a universal lingua franca of commerce. But they cannot extinguish the flerce localism which is the counterpart of globalisation. The Olympics Illustrates that particularly strongly. It is a shared global event, but one experienced very differently by audiences in individual countries, where attention is focused on local beroes and favoured sports.

The huge advertising spending that accompanies the games might seem strong evidence of the barri-ers to entry that branding creates. But companies from Japan and Korea have managed to build global brand recognition rapidly in recent years: barriers to entry ere not as formidable as they seem. Perhaps just as telling. advertising and public recognition cannot preserve a brand whose economic rationale has gone: from the Waverly pen to the Studebaker car, the world of marketing is littered with once-powerful brands that now mean nothing. Some of the brands gathered in Atlanta will certainly discover that truth before many more

A Tory chasm

Seen in isolation the impending resignation from the UK government of Mr David Heathcoat-Amory is of little moment. Viewed on a wider canvas it provides another illustration of the deep divisions within the Conservative party over Europe in general and a single currency in particular. The crack opened by sterling's departure from the European exchange rate mechanism on Black Wednesday four years ago has widened into a chasm.

Only a few days ago Mr John Major, the prime minister, was urging his supporters to bury their differences in favour of a sustained onslaught on Labour during the remaining months before the general election. Ministers had met with some success in exploiting the tension within Mr Tony Blair's shadow cabinet over public sector strikes. But Tory MPs have now turned their attention again to internal squabbling.

A competent but uninspiring minister with a middle-ranking post at the Treasury, Mr. Heathcoat-Amory had little prospect of further advancement. His post can be readily filled in the ministerial reshuffle which Mr Major had anyway planned for this week. By choosing, however, to cite

opposition to economic and monetary union as the reason for his resignation, Mr Heathcoat-Amory want the government to rule out sterling's participation for the lifetime of the next parliament. He will join two groups within the Conservative party fighting

the same cause. The most strident of these Eurosceptics see a single currency as the first step to a United States of Europe. They would refuse to join in any and all circumstances. The second believes that since a Conservative government is unlikely to include the UK in the first wave of Emu, Mr Major should make an electoral virtue of that reality by say-

ing so in advance of the election. Lined up against these factions, however, are the most senior ministers in the government. Mr Michael Heseltine, the deputy prime minister, and Mr Kenneth Clarke, the chancellor, are determined to retain an each-way option. If Mr Major were to bow to the Eurosceptics he would invite a perhaps fatal split in the cabinet.

More importantly, the prime minister must have regard to the national interest. Here the evidence is unequivocal. In or out, a single currency will have significant effects on the UK economy and on the financial services industry. Closing off options now would simply encourage other governments to design a system which operated against British interests. The debate over a future European payments system, described above, is just one important discussion from which Britain would be excluded.

Mr Major cannot escape the Eurosceptics, but he will not unite his party by giving ground to them. Ruling out participation in Emu would be a mistake for the Conservative party and seriously damaging for the country.



Unwilling guests at the party

Leading UK companies have come under intense pressure from the government to back the Millennium Exhibition, says Robert Peston

wants to hold the biggest party ever in the UK to calebrate the dawn of the new millennium ~ and he wants siness to help pay the bill. The deputy prime minister is

urging big companies to add £150m. to £200m of money from the National Lottery to fund a year-long exhibition in London's Greenwich which he promises will be "the greatest single event ever staged in this country".

Today he will stand before the

cameras on Greenwich's windswept wasteland and proclaim that planning for the Millennium Exhibition ing ahead. But he is still far short of raising the sponsorship needed: - and his tactics for attracting corporate sponsors have become one of the talking points in the board rooms of the UK's biggest

"I would not say he used blackmail, unless you mean moral black-mail." says the chairman of a multinational company. "Certainly he did not give us much of an opportunity to say no." The deputy prime minister

regards such concerns as typical of British defeatism. But even the choice of Greenwich for the site of the exhibition has been controversial. A national contest was staged, which was supposed to evaluate the contenders on accessibility and value for money. Although there were originally 61 applications, by the start of the year it it had become a two-horse race between Greenwich and Birmingham's National Exhibition Centre.

The main attraction of the London venue lay in its position on the Greenwich merklian. The organisers had also offered a potentially attractive design idea based on the concept of time to exploit this. But Greenwich had significant drawbacks. The land proposed for the exhibition is owned by British Ges and heavily polluted by many years of the production of town gas. The site is poorly served for access, with no roads or rail links although an underground railway link from central London is scheduled to be completed before 2000.

The Birmingham NEC, jointly owned by the city council and the Chamber of Commerca, had much of the infrastructure and long experience of big exhibitions. We had clear virgin land, good transport links, plenty of expertise and the best design team," says Mrs Theresa Stewart, leader of the council. However, the cards were always

stacked in Greenwich's favour, the East London corridor, a development plan for the former dock-lands promoted by Mr Heseltine. Ministers were also aware that with no citywide authority, London had lost out in previous bids for big events such as the Olympic games.
As a minister closely involved in
the project admits: "I suppose in retrospect it would have been better to say right from the start that Greenwich was the preferred place, rather than going though that cha-

On February 28, Mrs Virginia Bottomley, the National Heritage secretary – like Mr Heseltine a member of the Millennium Commission announced that the exhibition would be in Greenwich.

Mrs Bottomley also amounced two significant appointments. The deputy prime minister had been asked to "convene a ministerial group that will have the task of overseeing the government's role... in this event."

And Sir Peter Levens – the prime

minister's adviser on government efficiency - was invited to "provide advice" on "whether a sound and commercially viable proposal is Sir Peter has told friends he was

appalled by the financial mess he found. After almost a year to prepare its bid, Greenwich had only a fledgling design idea, with no detailed financial plans.

The difficulties were summarised in a report for the Millennium Combank, in June. 'It became clear in late April," the report says, "that the full exhibition... would not jus-tify any commercial investment by the private sector and would leave a funding gap of £400m."

budget by substituting a year-long exhibition and temporary buildings instead of a more expensive permapent monument. And he and Sir vate sector for sponsorship.

telecommunications - to club together to finance the 12 exhibition tributing £12m and the balance largely from the lottery.

a theme that related to the sponsor's industry, their prime purpose was entertainment. Companies were therefore not being asked to invest because of any direct commercial benefit they might receive - as Mr Heseltine has admitted. prepared to commit themselves pub licly to substantial, quantified dona-

says the chairman of one of the UK's biggest financial busines

tion is a success in drawing visitors Mr Heseltine scaled down the

They wanted companies in different sectors - banking, aviation, pavilions. Each pavilion would cost around £40m, with companies con-

dition of sponsorship that the pavilions could not be used for advertising. Although each pavilion would have So far only three companies are

Other companies less keen on investing have noted they are all in heavily regulated industries. "The more dependent a company is on the government, the more likely it is to cough up in the end,"

tions: British Airways, British Gas

and British Telecommunications.

British Gas and British Airways also have strong commercial interests in the project succeeding. British Gas will find it much easier to sell the Greenwich site after the exhibition is dismantled in 2001, since the contaminated land will have been cleaned up. And British Airways will benefit if the exhibi-

from overseas to London. Even so, what they have promised so far is trivial in the context of the overall costs. Although British Telecom will give "between £12m and £20m", it wants the lion's share of this to go to a regional touring cast as a London-biased company.

British Airways is committed to giving just £6m, although Mr Robert Ayling, chief executive, has agreed to chair the company which will organise and operate the exhibition. British Gas has promised to give the £15m estimated cost of cleaning up the pollution on the site - and is still negotiating on how much it might contribute to providing infra-

Other sponsors more or less committed are British Petroleum, the BAA, British Aerospace, Marks and Spencer and the Corporation of London, the City's local authority. In the words of Sir Peter Levene: Things are moving in the right

However, there have been allegations that even this small group of sponsors has been signed up only after - in the words of one banker -"arm-twisting" by Sir Peter and Mr Heseltine.

One leading industrialist deliberately avoided coming to a meeting of businessmen convened by Mr Heseltine in the Cabinet Office on June 5. "If I had gone I would have had that great hairy thing bearing down on me and my pocket would have been picked," he says.

At that meeting, Mr Heseltine asked those present for "an act of faith" and slapped down any criticism of the project. "When someone dared to ask who would underwrite risk of cost over-runs, he was brusquely slapped down by Hezza. says one executive who was there. "Hezza said only that the private sector would not be asked for more money and that other details were not our business.

Some companies have decided to resist the deputy prime minister's pressure. Most notable are the banks and big building societies. In mid-June and early July, their chairmen discussed their approach in two meetings at the Bank of England chaired by Mr Eddie George, the governor.

One of those nervous about not contributing was chairman of a building society which needs Bank approval to convert into a public company. "Our impression was that Eddie was on Hezza's side," says a senior banker. "Frankly I felt very uncomfortable about upsetting our lead regulator."

The Bank denies it took sides and believes the governor's role has been misinterpreted. In the end the banks decided there was safety in numbers and refused to finance their own pavilion - although the four big English banks and Abbey National will probably put money into a special City of London pavilion organised by the Corpora-

Such is the force of Mr Heseltine's lobbying that few business executives doubt he will get the money. "The exhibition will happen," says an influential businessman.

But he and others say there will be a price for the UK. "It will consume almost our entire budget for arts and community projects for the next few years," says the chairman of the multinational company. "The pot of money for this sort of thing is

OBSERVER

Not the **Olympics**

Olympics leaves you cold, diversions are ensuring — at least, if you are in the derivatives business. An amenational quiz, dispatched routed the world by fex and internet; has popped up to tax the win of dispatched routed the world by fex and internet; has popped up to tax the win of dispatched routed the world by fex and internet; has popped up to tax the win of dispatched routed the world by fex and internet; has popped up to tax the win of dispatched routed the game calls itself, consists of seven multiple chains questions. Each has a chestry title such as does it matter. The internet, and the competition of games are so does it matter. The internet, and the competitions of seven and the competitions of seven and the context of the internet, and the internet in the internet and the seven and the seve

abstainers may suffer." No prises either, beyond, the internet publication of your name is which blessing. April you have to send of \$15 to get the correct answers and explanations. Sennes like the neters know a thing about low

CSFB calling

E.CS First Beston has plagged one of the more troubling gaps in as corporate finance amounty in London by filling one of the bottest conton by hims one of the houses, sents of the moment, head of media and telecome. It has gone shopping at Leman Brothers, one of those institutions still alrogaling to achieve critical mass in the bulge bracket stakes, sith Dinched David Wheeler, the impussionally titled, co-head of global media and talenger group and craised of co-head of global media and telecom group and co-head of European industry creatings group. Wheeler, a 43 year old American, has not been unduly peripatetic, having restricted his porty-of call to JP. Morgan (until 1991) and Lehman during his 23 year soloting in management, healthing the sea.

in investment banking. He has been in the midia and telecom sector since 1989. In a sense, Whaeler, who come in at managing director least, replaces Heim Teachmather afto left for UBS a comple of months. ago. Teschmacher, however, haid been very much the generality

corporate financier, expert at deal execution, and with only a minor involvement on the telecoms side

Wheeler, by contrast, is the specialist business setter currently much frendler. So has Wheeler picked up one of those increasingly common guarantsed boomses? His new boss phen Hester says smillily that most of the really good bankers

are not in the [guaranteed bonus] business" because if they have a proper career ahead of them, two or three years' guarantee is "neither here nor there".

Up in the air

The world is so used to seeing hivestment bankers being lured away by a rival that it was hardly a surprise when ING Barings sued Deutsche Morgan Grenfell for posehing its key staff. Such developments are less common in other industries, which is why evelrows have been raised in Jakanta at the loss of several senior pilicis from Garuda, the national strine, to Korean Airlines. Scepandi, Garuda's chief

executive, says it is not exactly an torius. Only eight pilots out of a tobs of 679 have actually resigned and they will not start with Korean Atribes till pert year. But with nearly three quarters of Garuda's pilots having completed their 10 years of commisory service after training, it snot surprising that some are tempted by the prospect of charply higher carnings. According to some media reports Korean has been offering them \$10,000 a month, which is over three times what Caruda has been paying - and rather more than the average earned by British Airways' frustrated pilots at London's Gatwick Airport.

Birthing pangs

■ Poles have been hearing a lot lately from Grzegorz Kolodko, their voluble deputy premier and economic supremo, about the importance of their country's imminent membership of the OECD. Such trumpeting leaves some visitors cold. A group of bankers from Texas came to Warsaw recently to be told the wonderful news. Smiles all round until one Texan drawled: "Just exactly what is this here OEDC?". That said, joining the OECD has

forced Poland to rummage through its legal codes and promise to excise anything which discriminates against foreign investors. One thing Warsaw came up with was a list of professions reserved for Polish citizens. Those thinking of becoming expats in Poland might care to note that among the people thus protected under Polish law are lawyers, maritime pilots, dentists, newspaper editors, museum guides, and train dispatchers, official translators, patent agents, construction experts and midwives though not, for some reason, gynaecologists.

Financial Times

100 years ago The Rhodesia Rising

The Acting High Comissioner at the Cape forwarded to the Colonial Office yesterday afternoon the following telegram; -Attacked Babyan's stronghold in Matoppo Hills at dawn this morning, having started last night at 10.30 from Usher's camp on Ungingwane. Shelled enemy out of Scherms, and followed him to stronghold in a mass of kopjes and caves at source of Tall River, Fighting continued up to 2 o'clock. Carried position and burnt the kreals. Enemy stuck tenacionsly estimated at 60; our loss three killed and eleven wounded.

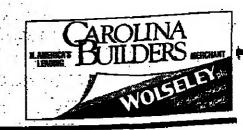
50 years ago Iranian Oll

That the labour troubles on the properties of the Anglo-Iranian Oil Company had been politically inspired was fairly obvious. A reading of the chairman's statement on the company's 1945 report leaves no shadow of doubt that this was the case. In fact, the company's own policy towards its workers has been progressive. These facts are known throughout Persia. Only wilful misstatement or deliberate incitement for political purposes can have been responsible for recent unrest in the company's fields.



FINANCIAL TIMES

Monday July 22 1996



Muscovites see personal touch in emerging flow of junk mail

Western advertising skills are making their mark in Russia, explains Chrystia Freeland

received letters from their mayor last month urging them to vote for President Boris Yeltsin, many personally signed and addressed. Their innocence in the face of a

direct mail campaign is seen as a reason why Mr Yeltsin secured his remarkable election victory. It is also an example of how sophisticated western advertising techniques are transforming the tastes of a nation which, for more sway of bombastic communist

Russia remains a country where telephone books can only be acquired on the black market. and where thousands of factories continue to churn out goods they cannot sell just as they did in the days of central planning. But, increasingly, this Soviet complacency is being shaken up by companies which are learning to appeal directly to Russia's

One of their newest weapons in this campaign is direct mail advertising, an approach which is particularly effective in a country so sheltered from advertisers' wiles that it has not yet invented

a phrase for "junk mail". As Ms Tatiana Bakalets, marketing director of Poster Publicity, the company which produced the personalised "vote Yeltsin" letters, explains: "A big plus for us is that in Russia people are so unaccustomed to this that when you get a letter addressed to you by your name and patronymic

hen millions of you think it's written directly to Muscovites you. The pensioners, in particuyou. The pensioners, in particular, thought that Luzhkov (the

> each letter himself." But Ms Bakalets also concedes that the fearful heritage of the communist past, together with the new suspicions bred by the sometimes savage capitalist present, can make advertising in Rus-

sia difficult.

"Just think of it - in a city as big as Moscow there is no tele phone book, so we must create a database ourselves," she says. "But we have such a criminalised situation today that people are very, very unwilling to give out their home telephone numbers. And those people who have a lot of money, earned not necessarily honestly, are very unwilling to give out their addresses."

Work on this year's election campaign for Mr Yuri Luzhkov, the mayor of Moscow, helped to fill that gap by giving Poster Publicity access to the city's own extensive databases.

hanks to that inside information, the firm now has the addresses of 7.2m adult Muscovites, and can divide them into sub-groups such as sin-gle mothers, pensioners or even the residents of "Khrushchevky", the dilapidated five-storey apartment blocks built by Nikita Khrushchev in the 1960s to solve the national housing crists.

the financial side of the recent election campaign, Ms Bakalets is reluctant to give details about ние жинь и жинь. И я дверен, делеко не нее равио, в какой Москве и Максимі Принло Ваше время сделать выбор. Я свой сделах

of The time has come for you to make your choice. I have made mine, i will vote for Yeltsin. That choice is the only right choice for

I wish you end your tamily at the best. Let us all live in a prosperous and flourishing Russia.

as Ms Bakalets sweetly explains,

we have a database which can

which can get access to speci-alised mailing lists at the press of

a computer button. But she is

hopeful that the 39 companies

which do direct mail advertising

in Moscow will soon catch up

with their western counterparts.

And after all, Russia's fledgling advertisers are confident that if they can sell Yeltsin, they can

sent out under Mr Luzhkov's signature. Just 100,000 were dispatched as part of the official campaign, but she says that in reality millions of the letters hit

Muscovite mailboxes. some distress. "Luzhkov only paid for a small portion himself, the rest was paid for by outside supporters. It is to do with the finance limits in our election

One of the most ambitious projects Ms Bakalets is planning for later in the year is a bold drive to alter the often neglectful habits of Russian husbands.

Thousands of Moscow's richest men will receive letters reminding them that "your beloved wife's birthday is in just two

Желаю Вам и Влиши родных остго доброго. Пусть осе жы и хить в благополичной и ироностающей России. Мэр Мосьнь Юрий Лужков.

low and what sort of Russia you live that life.

tion, why not buy her one of these gifts ... " The suggested purchases will range from a day at a Moscow beauty spa, to jewellery and household appliances. But Mus-covite husbands should beware:

"It is all very complicated in Russia," Ms Bakalets explains in select rich people, so what we suggest will be very expensive."

Ms Bakalets speaks enviously of western advertising firms

value for its shareholders. Lagardère's thinking, though, is rather different. Not only does it already have an extensive defence business, it is not big enough to buy Thomson on its own. Its plan seems to be to raise cash by selling minority stakes in Thomson-CSF to the likes of GEC, Daimler-Benz and British Aerospace. The idea would then be to form a series of joint ventures, covering specific products like missiles and

From Lagardère's perspective, such "cascade" shareholding structure would have the advantage of giving it considerable control from a small equity base. But, for GEC's shareholders, the benefits would not be as great. A series of mini joint ventures would not offer the same scope to rationalise R&D and marketing as a big merger. Nor would there be much appeal in handing over large dollops of cash to become a sleeping partner in ThomTHE LEX COLUMN

GEC's Gallic games

Alcatel is also keen to use Framatome

to raise cash to absorb Thomson's massive debts. Exactly how this would

is that the French state would swap its Framatome stake for shares in a combined Framatome/GEC-Alsthom.

Alcatel might simultaneously sell

Such a manoeuvre could, in turn, be

a precursor to a full demarger of GEC-Alsthom – something GEC has long wanted. Alcatel could use the cash

from selling its stake to shore up a

balance sheet already weakened by

provisions for restructuring its tele-

coms business. The appeal of doing so

would be even greater if it assumed

Thomson's debts. Cash-rich GEC, by contrast, could give its GEC-Alsthom

shares to investors as it would have

no need to sell them. At present, none

of this is decided. The ball remains in

the French government's court. But if

attractive Thomson and Framatome

deals can be cut, GEC shareholders

Is it wise for a company like Total to invest in a country like Burma? One of its shareholders, a leading Danish pen-

sion fund which last week sold its

stake, thinks not. And several other

companies, including Heineken and Carlsberg, have already pulled out.

not clear-cut. True, multinationals

cannot altogether ignore the calls of the country's elected but powerless

leader, Ms Aung San Sun Kyi, to stay away. Nonetheless, it is unclear what

this would achieve. Heineken's half-

completed project was sold to a Singa-

purean company, and the investment will still go ahead. The same would

almost certainly be true if Total pulled

out. The commercial case for leaving

may seem more persuasive. Analysts think Total has so far invested less

The moral arguments for leaving are

will have good cause to celebrate.

work is a mystery. But one poss

some of its shares.

FLISSP Burope trajer

Electric Company (GEC) stand to gain from the upcoming privatisation of Thomson, the French electronics group? That rather depends on which of the two French groups in the frame, Alcatel Alsthom or Lagardère, ends up buying it. Although GEC could probably forge a relationship with either, the prospects of clinching an attractive deal with Alcatel look better. The best outcome would be a merger

between Marconi, GEC's defence electronics group, and Thomson-CSF, the French group's defence arm. Given the large overlap between the two, such a bination would lead to big savings in research and development and marketing; manufacturing costs would also fall as a result of longer production runs. A merged Marconi/Thomson-CSF would be well-placed to compete with US defence giants such as Lockheed Martin Alcatel, which has few defence interests of its own, would probably negotiate such a merger if it won Thomson. Indeed, doing so might be its main purpose in buying Thom-son. If it could acquire the company at a price that reflected its prospects as a stand-alone entity but then plug it into a joint venture with greater opportunities, Alcatel would create

Loosely linked to Thomson's future is that of Framatome, the French state-controlled nuclear equipment group. Alcatel, which owns 44 per cent of Framatome, would like to bring it within GEC-Alsthom, its power generation joint venture with GEC. There may be some industrial logic to the idea of bringing conventional and nuclear power generation under the same roof. But the suspicion is that

than \$50m in Burma and, even when its planned gas project comes on stream, it is only likely to account for about 2 per cent of the company's reserves. While the outcry against the Burmese regime is strongest in Denmark - whose honorary consul died in jail after being arrested for possessing an illegal fax machine - it has spread to the US. A consumer boycott would not have to make much of a dent in Total's \$27bn sales to wipe out all the

gains from the gas project. Total, though, and other companies like it, will probably not view Burind in isolation. Though the Burmese regime is gruesome, it is not the only dodgy country in which it operates. Total will be reluctant to set a precedent that makes itself vulnerable to pressure to pull out of other similarly undemocratic countries.

-

Pharmacia & Upjohn

Pharmacia & Upjohn's market capitalisation has soared by 60 per cent since its formation last August. Now that Volvo, the pharmaceutical ing a \$2bn stake, other investors could be forgiven for asking whether the shares are still worth buying.

The market's enthusiasm so far has reflected the elegant merger structure, which avoided a huge goodwill write-off, and the promised cost savings of \$500m, that should boost earnings before integration charges by around 50 per cent this year and 25 per cent in 1997. Progress thereafter will depend on a flurry of new product launches -including Xalatan for glaucoma, a new incontinence treatment and drugs against cancer and Aids. None are obvious blockbusters but the merger has given P&U the global infrastructure to squeeze value out of even modest products. That should help to improve the current pedestrian sales growth of 3-5 per cent.

The group's weakness lies in its ted portfolio. P&U is stretched across eight therapeutic categories with its top 10 drugs contributing just 33 per cent of sales against an average of 70 per cent for its top rivals. The obvious solution is to focus. To pre serve the merger's tax advantages, significant disposals are not on the cards for two years. Thereafter, some rationalisation would be possible. P&U has not yet transformed itself into a highgrowth company. But, over the medium term, it has the potential to do so. Moreover, given that the shares are trading at only 15 times 1997 earnings - roughly a 15 per cent discount to the US pharmaceuticals sector there is still some upside potential.

Brussels faces pressure to clarify future of Ecu bonds

er Iskandar in London

Investors are pressing the European Commission to clarify the legal status of financial products denominated in Ecus, which have been hit by a loss of confiof a single currency.

Financial institutions fear that the status of some Ecu bonds issued before 1992 is unclear due to changes to the basket of currencies on which the Ecu was based. They are worried about doubts over whether all products would be converted at the official rate of one Ecu to one Euro, the new European currency.

The Commission plans to meet banks and other financial institutions on Thursday to discuss a clear wording to restore confidence in the Ecu market, which has recently been unsettled.

Several multinational companies, private financial institutions and at least one government-backed institution have scaled down their activities in Ecu because of the uncertainty. Mr Mark Fox, chief European

strategist at the US investment "vast majority of professional associations are pushing for leg-islation" and warned of the "threat of a tide of litigation after 1999", when the single currency is due to be introduced. However Mr Steven Major, an Ecu bond specialist at Credit

Lyonnais in Paris, argues that the problem only affects 10 per cent of the Ecu55bn (\$68.2bn) bond market. Draft proposals presented to banks by the Commission last week were considered inade-

quate by some lawyers in Lon-

don and Paris.

the Ecu and its related bonds and other instruments will be treated when Rmu starts in 1999. Last year, European heads of government announced that all products denominated in Rev would be converted into Euros at

But although this wording covers most recent Ecu deals, lawyers question whether it covers Older contracts had slightly different definitions of an Ecu.

The Commission plans to produce a final legal framework by early September, and hopes to submit the proposals to a meetministers of all 15 EU member states in Dublin in September.

Single currency timeframe criticised, Page 8 Editorial Comment, Page 17 not suc

FT WEATHER GUIDE

Israel and Hizbollah to swap bodies

Continued from Page 1

the past two years there has been repeated speculation about a possible deal brokered by Germany, including the return of Mr Ron Arad, the only missing Israeli serviceman thought to be

Mr Schmidbauer, the 57year old minister of state in the German chancellor's office, who with Hizbollah leaders in Damascus and Beirut, has extensive contacts in the Middle East and secured the backing of Syrian president Hafez al-Assad for the exchange.

He was first asked by the Israeli government in May to try and broker an exchange. In spite of repeated shuttling between Tehran, Jerusalem, Dama and Beirut, his efforts then were

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Europe today

A large part of the continent will have surny and warm conditions. The Benefux, Germany and northern France will have temperature around 26C, but southern France, Italy and Portugal will be hotter. Spain will have temperatures rising to 40C. England will be rather sunny and warm but

Iraland and Scotland will be overcast with some rain. During the late afternoon, thunderstorms will develop over Wales as well as northern and western England. There will be more thunder in Greece and the southern Balkans. The Alps will have isolated showers. Russia will have cool and unsettled conditions with widespread showers while

Poland and the northern Balkans will stay dry

with a mixture of cloud and sunshine. Five-day forecast

Cool Atlantic air will move further eastwards. triggering showers and thunderstorms on the continent on Tuesday and Wednesday. Conditions will improve in Ireland and Scotland where there will be a mixture of cloud and sunshine. On Thursday, Portugal and north-western Spain will have thunderstorms but more pleasant temperatures will follow. Eastern Europe will

remain unsettled and rather cool. TODAY'S TEMPERATURES

Lufthansa

Casebian Chicago Cologne Daltar Daltes Debi Dubilo Dubrovnik Edmburgh Faro Frankfurt Geneva

Gibrattar Glasgow Hamburg Helsinki Hong Kong Honohutu Istanbul Jakarta Jarsay Karachi Kuwas L. Angeles Las Polmac

Merdeo Cla Mizma Mizma Mizma Montreal Moscow Murrich Nagres Negres Negre